U.S. Department
of Transportation

**United States
Coast Guard**

U.S. Coast Guard

Logistics Handbook

COMDTINST M4000.2

Commandant
United States Coast Guard

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Subj: U.S. COAST GUARD LOGISTICS HANDBOOK

1. **PURPOSE**. The purpose of this Manual is to document and show an overview of logistics support to Coast Guard assets. This Manual is intended to be a stepping stone in the development of future logistics support to aircraft, boats, cutters, C4I, ATON, and facilities.

2. **ACTION**. Area and district commanders, commanders of maintenance and logistics commands, commanding officer of Headquarters units, assistant commandants for directorates, chief counsel, and special staff offices at Headquarters shall provide this Manual to all hands.

3. **DIRECTIVES AFFECTED**. None.

4. **BACKGROUND**.

   a. Throughout the history of the Coast Guard, logistics support has evolved from the ship's carpenter to a multimillion dollar support structure. Today, the Coast Guard's many faceted missions, geographic diversity, and broad range of platforms make logistics support extremely complex. The support structure is an array of organizations using processes and systems that cut across virtually every Coast Guard program and discipline. In addition, Coast Guard logistics support continually evolves as technology, politics and mission requirements dictate. For these reasons, it is often not apparent to field or program level customers how the system works or what the roles of the participants are.

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b. While logistics has always been pivotal to the Coast Guard's many missions, it remains undocumented as a total system. As the Coast Guard meets the challenges of the next century, a document is necessary to identify the logistics support and define the Coast Guard's logistics system in its entirety.

5. **DISCUSSION**. This Manual describes and documents existing logistics systems in use throughout the Coast Guard today, and will become the baseline for future improvements. The U.S. Coast Guard Logistics Handbook provides a broad overview of logistics throughout the Coast Guard in support of aircraft, boats, cutters, C4I, ATON and facilities platforms. It is non-directive in nature and not intended to change processes currently in place. This Manual is intended to be a living document, and will be updated annually or as required.

6. **CHANGES**. Recommendations for improvement of this Handbook shall be submitted to Commandant (G-SL).

7. **FORMS/REPORTS**. None.

J. W. JOSIAH
CHIEF OF STAFF

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Chapter 1 - Logistics

A. BACKGROUND AND EVOLUTION OF COAST GUARD LOGISTICS

Initially, the Coast Guard considered Logistics to be solely a supply-related function. Logistics in the Coast Guard has evolved independently within each major platform support structure: aviation, naval engineering, electronics, facilities and general support. Unit supply and maintenance also followed the same structure where each type of platform respectively maintained its equipment and managed its supplies. Initially, the term logistics was used only in the context of supply. Prior to 1920, Coast Guard cutter logistics was delivered through small independent supply depots geographically dispersed throughout the country and under the direct control of district offices. The limitations of technology and the isolation of Coast Guard units required them to obtain support from the local community. It was soon realized that efficiencies could be gained from consolidating Coast Guard-unique insignia items, forms, and other supplies that were generally unavailable from commercial sources. In 1920, the Coast Guard Store was established at Brooklyn, New York which was the first organization dedicated solely to logistics.

Prior to and throughout World War II, the Coast Guard had no centralized facility for the management of cutter, aircraft, or electronic parts. Its only centralized facility continued to be the Coast Guard Store in Brooklyn for general materials. However, as part of the Department of the Navy during the war, the Coast Guard was able to obtain most logistics support through the U.S. Navy supply system.

During the war, as part of the Department of the Navy, Coast Guard aviation grew substantially. By the mid-1940's, this rapid growth and consequent logistical challenge spurred the idea for a central supply activity. On January 3, 1947, Coast Guard Aircraft Repair and Supply Center (ARSC) was commissioned as a Headquarters unit at Coast Guard Air Station Elizabeth City. During this time, the draw down from the war continued and the Coast Guard was reduced from 195 fixed wing aircraft and 31 helicopters at 11 air stations in 1946 to 79 aircraft and 8 helicopters at 9 air stations by early 1948. The air stations found their shelves and storerooms heavily overstocked and were instructed to ship all of their excess parts and supplies to the newly formed supply activity in Elizabeth City. The new supply center also obtained excess stocks of material from the Navy and Army Air Force. The excess material included general stores type material, shop equipment, rolling stock, and construction materials and equipment. This material became the basis for the initial inventory at ARSC.

With the postwar draw down, the Coast Guard was reduced from more than 150,000 uniformed personnel to less than 19,000. The draw down directed surplus material to the various supply depots and air stations. Because of the growth in electronics technology and of Coast Guard aviation during the war, some efforts were made to develop more robust logistics systems. However, naval engineering support would continue to be decentralized for another 30 years.

The end of World War II also brought about the emergence of new technologies such as Loran-C and radar. These advanced systems required parts that were not commercially available and required a centralized logistics system. In 1950, the Coast Guard moved the Coast Guard Store to an excess government facility in Bayonne, NJ, and renamed it Supply Center Jersey City. Along with the relocation, it assumed additional responsibility for centralized management of electronic parts. In 1955, the Supply Center returned to Brooklyn, NY and became the central manager of both general supplies and electronic parts.

B. THE EVOLUTION OF THE INVENTORY CONTROL POINT

Soon after the Coast Guard transitioned from the Department of Treasury to the newly formed Department of Transportation, a Department of Transportation Supply Evaluation Team prepared a report on the evaluation of the U. S. Coast Guard Supply System. The report, published in 1972, stated:

> "Central inventories for Coast Guard-wide support are maintained at ARSC, Supply Center Brooklyn, and Supply Depot New Orleans. A service-wide inventory of major equipment items and components is controlled at Headquarters but is stored at approximately 50 different locations. The four Supply Depots maintain retail inventories for issue to units within their District. Items not available from Coast Guard stocks are obtained by the operating units either from Government agency stocks (General Services Administration and Department of Defense) or from commercial sources. All operating units maintain on-site stocks of repair parts and consumable as required for their day-to-day needs. Supply requisitioning procedures vary from District to District. The Military Standard Requisitioning and Issue Procedures (MILSTRIP) system is used extensively, but four Districts have established individually designed simplified requisitioning systems."

The report recommended establishing Inventory Control Points (ICPs) under the direction of Headquarters to provide centralized management of spare parts and reduce excess inventory levels. These organizations would be commodity-oriented and carry out supply support operations such as provisioning, cataloging, inventory management, and wholesale stocking. It also recommended eliminating retail stocks at existing Supply Depots.

In 1973, there were two existing supply centers: the Electronic/General Inventory Control Point (E/GICP) at Brooklyn, NY, and the Aircraft Inventory Control Point

(AICP) at Elizabeth City, NC. A third ICP was established in 1975. The Ships Inventory Control Point (SICP) was formed at Curtis Bay, MD to manage Hull Mechanical and Electrical (HM&E) items and was a separate department within the Coast Guard Yard.

In early 1987, an internal report recommended the consolidation of the SICP and E/GICP at the Coast Guard Yard but as a separate command. The recommendation was approved but the actual consolidation was delayed because of the considerable cost of moving Supply Center Brooklyn. In the interim, the SICP became a separate command under the engineering office at Headquarters but remained a tenant at the Coast Guard Yard. In April 1989, Supply Center Curtis Bay was established. The new organization combined the SICP and the Procurement, Supply, Management Information Systems (MIS) and Quality Assurance (QA) departments from the Coast Guard Yard. In 1993, Supply Center Brooklyn moved its operations to the Baltimore, MD area and was re-established as Supply Center Baltimore. In 1996, Supply Center Baltimore, Supply Center Curtis Bay, and engineering elements from Coast Guard Headquarters and the Electronics Engineering Center (EECEN) were combined to form the Engineering Logistics Center (ELC).

C. THE INTEGRATION OF VESSEL LOGISTICS

In January 1992, the Engineering Logistics Steering Committee (ELSC) chartered a Quality Action Team (QAT) to develop a Vessel Logistics Concept of Operations (CONOP). In May 1993, the CONOP was expanded to incorporate the aviation and shore communities. The resulting Engineering Logistics Concept of Operations (ECONOP) was approved and promulgated as Commandant Instruction 4100.7 (series). The ECONOP is a conceptual view of the desired state of engineering logistics and provides a framework for the development of future business practices and information systems.

D. INFORMATION SYSTEMS

In 1965, ARSC established a management information division to support the repair, engineering, supply and administrative divisions of ARSC. By 1977, ARSC had implemented the first centralized computerized maintenance system for all aircraft. In 1986, the need to modernize precipitated two major system developments:

1. The Aviation Computerized Maintenance System (ACMS), which centrally track maintenance requirements and historical data for the aviation fleet including engines, avionics, ground support equipment, and life support equipment, was implemented at all 26 air stations.

2. The Aviation Maintenance Management Information System (AMMIS) replaced existing, obsolete software with a new integrated system at ARSC. AMMIS automated a variety of maintenance, supply and other logistics

activities in a fashion that produced an integrated and streamlined aviation logistics support environment. AMMIS became operational in late 1993.

3. The Coast Guard is developing ALMIS, a program that combines the ACMS and AMMIS databases. ALMIS will use maintenance scheduling information from ACMS to forecast supply requirements resulting in the closure of the logistics cycle. The first increment of ALMIS will be delivered in 2000.

4. Similar to ARSC, Supply Center Brooklyn also developed a computerized supply system in the late 1960s. In 1981, as part of an effort to replace the aging computer hardware at the Coast Guard Yard and Supply Center Brooklyn, a project to develop common software for SICP and E/GICP began. The ICP Common Software project focused on inventory management functions at both ICPs but was terminated in 1986.

5. To replace the ICP systems, an effort to develop a comprehensive computer system named the Systems to Automate and Integrate Logistics (SAIL) was begun in 1989. The SAIL concept was an umbrella plan for developing a system of systems that would serve the ICP's, Headquarters, the Yard, and the two Maintenance and Logistics Commands (MLCs). In 1995, SAIL was canceled in favor of a more focused approach.

    a. The Fleet Logistics System (FLS) provides a new approach to a centralized vessel logistics system that supports the ELC, Headquarters, the MLC's and field units. FLS is being developed in five increments with the first increment delivered in 1999. Concurrent with the development of the core of FLS were two efforts that were to be part of the total FLS package.

        1. Supply Center Computer Replacement (SCCR) is a system designed to achieve three objectives. The first objective was to consolidate the business practices of two supply centers into the Engineering Logistics Center (ELC). The second objective was to replace the obsolete hardware used by the 37 legacy systems. Finally, it baselined the supply, finance, and procurement requirements for FLS. Originally SCCR was planned as an interim solution until FLS was fielded. Due to delays and funding considerations, SCCR has become a subsidiary system to FLS and it will interface with FLS. SCCR functionality was developed from AMMIS and from the legacy systems used by Supply Center Curtis Bay and Supply Center Baltimore. It is an Oracle based system that began development in 1991 and became operational in 1999.

        2. Configuration Management Plus (CMplus) is a software application for configuration, maintenance, and supply functionality to the field unit level in the Coast Guard. It provides functionality for maintaining unit level configuration, maintenance and supply data. This software application was developed and fielded as a product from the Configuration Management (CM) Project that began in 1991. The first version of CMplus was delivered in 1994. Over the years, the software

has been enhanced to include configuration and maintenance functionality. CMplus is currently deployed to 5 of the 6 major cutter classes in the Coast Guard, and it will be deployed to any unit maintaining Operating Materials and Supplies (OM&S).

E. CURRENT LOGISTICS

Today logistics in the Coast Guard, as in DoD and many civilian organizations, is more broadly defined to include all elements of support including financial management, human resources, technical services, environmental concerns, and information technology, as well as traditional supply management function. Logistics encompasses the entire life cycle of platforms/equipment and personnel. This expanded view of logistics offers opportunities to deliver improved support at reduced costs.

F. HUMAN SYSTEMS INTEGRATION

The success of the Coast Guard is determined by the collective performance of its people. Beginning in 1994, Commandant (G-WTT) outlined the philosophy to improve and optimize human performance via Coast Guard Philosophy on Training, Education, and Development, COMDTINST 1500.23.

In January 1997, the Assistant Commandant for Human Resources, under the Commandant's Direction, assembled the Directors, Superintendent of the Academy, their Deputies, MLC Commanders, and top planners from Commandant (G-O), (G-M), (G-S), and Chief of Staff's organization. A "model" was developed that describes how the human resources (HR) system functions, including acquisitions, in daily operations and in preparing for the future. Using the Systems Acquisition Manual (SAM), Commandant (G-A) contracts for systems that are manpower efficient, safe, operable, and supportable by the workforce available. We make use of various models and technological methods to determine future staffing requirements.

Unfortunately, the current version of the Systems Acquisition Manual (SAM) is limited to describing "training and training support" versus the broader, more realistic perspective of integrate "human performance interventions and human factors." A major revision, facilitated by Commandant (G-A), is planned to begin in FY00 to resolve these and other deficiencies.

In the meantime, Commandant (G-WTT) has reviewed the Mandatory Procedures for Major Acquisition Programs, DOD Directive 5000.2 (series) and is starting to approach lifecycle Human Systems Integration (HSI) in acquisition and in follow-on support for Coast Guard systems by incorporating the concept from these Directives, the HR Framework, Coast Guard Strategy, and Coast Guard Workforce Performance and Training Strategy into daily Coast Guard business practice. Commandant (G-WTT) is working on the HSI concept with Commandant

(G-WKS) who commissioned a FY00 study on the suggested human factors approach in acquisitions. With Commandant (G-WTT) as a team consultant, the Deepwater and GLIB Projects are actively using lifecycle HSI.

HSI is a comprehensive management and technical strategy focusing on human capabilities and limitations with the objective of optimizing human performance and safety that meets the mission requirements of the Coast Guard system. HSI is initiated early and throughout the entire acquisition process to ensure that human-related elements are considered throughout the system, including: design and development processes; human performance; the burden the design imposes on manpower, personnel, and training (MPT); and safety and health.

Refer to the Coast Guard Business Model at:

http://www.uscg.mil/reserve/busmod/hrbmndx.htm to identify the impact to existing HR systems.

HSI is a practical application of tools, information, knowledge, skills, and support systems. HSI impacts the design, development, and deployment of new systems from six distinct perspectives or domains: human factors engineering (HFE), systems safety/health hazards, manpower, personnel, training, and survivability. HSI develops and incorporates effective human-machine interfaces so that Coast Guard systems are designed to accommodate our workforce and operate, maintain, troubleshoot, and repair systems while minimizing errors, safety/health hazards, and excessive training and workload to the system.

The capabilities and limitations of the operator, maintainer, trainer, and other support personnel shall be identified prior to program initiation, and refined during the development process. Key Decision points (KDPs) refer to determining when a decision is made at each of the four milestones on whether or not to continue with a major acquisition. Integrated Logistics Support (ILS) is a composite of all the support considerations and elements necessary to assure the effective and economical support for the lifecycle of a system. ILS is an integrated part of all aspects of system acquisition and operation, personnel, and training.

Reports, plans, and program decisions made by the HSI communities outside the acquisition infrastructure (e.g., manning documents and personnel occupational specialty decisions) must reflect, to every extent possible, program design decisions, trade-offs, risk assessments, and test results.

Chapter 2 - Logistics Definition and Roles

A. ROLE OF LOGISTICS IN OPERATIONS

Logistics support is an elaborate interrelationship of providers, resources and customers which work together to enable operational success. The overall objective of Logistics is to provide the right persons, things, and information, at the right time, at the right place and at a reasonable cost. All of these comprise the support provided in meeting the Coast Guard's operational missions.

Coast Guard's logistics system supports 14 mission areas to accomplish five Coast Guard goals:

1. **Maritime Safety**. Eliminate deaths, injuries, and property damage associated with maritime transportation, fishing, and recreational boating safety.

2. **Maritime Security**. Protect our maritime borders by halting the flow of illegal drugs, migrants and contraband into this country through maritime routes; preventing illegal incursions of our Exclusive Economic Zone; and suppressing violations of federal law in the maritime region.

3. **Protection of Natural Resources**. Eliminate environmental damage and natural resource degradation associated with all maritime activities, including transportation, commercial fishing, and recreational boating.

4. **Maritime Mobility**. Facilitate maritime commerce and eliminate interruptions and impediments to the economical movement of goods and people, while maximizing recreational access to and enjoyment of the water.

5. **National Defense**. Defend the nation as one of the five U.S. Armed Services. Enhance regional stability in support of the National Security Strategy, utilizing our unique and relevant maritime capabilities.

THE COAST GUARD PERFORMS MANDATED MISSIONS TO ACHIEVE OUTCOME GOALS

B. DEFINITION OF "LOGISTICS"

While there are many definitions of logistics within the Coast Guard, the Department of Defense (DoD) and commercial industry, the Coast Guard Logistics Master Plan offers a comprehensive definition on which to standardize:

Logistics*:* a generic term which encompasses all those support activities associated with developing, acquiring, testing, and sustaining the mission effectiveness of operating systems throughout their service lives. The overall objective is to provide the right persons, things, and information, at the right time, at the right place and at a reasonable cost.

C. PHASES OF LOGISTICS SUPPORT

Within the above definition, there are five phases of logistics support. They are:

- acquisition logistics
- sustainment logistics
- contingency or surge logistics
- disposition logistics
- transition between the acquisition and sustainment

1. ACQUISITION PHASE OF LOGISTICS SUPPORT

During the acquisition of platforms and systems, efforts are made to ensure adequate logistics during the early and extended delivery phases of the new platform's or system's service life. The Acquisition Directorate, Commandant (G-A) normally uses a project management team to conduct this phase. Acquisition logistics is generally the responsibility of the Assistant Commandant for Acquisition, and applicable processes and procedures are available in the Coast Guard Systems Acquisition Manual. For each major system acquisition project, Commandant (G-A) produces an Integrated Logistics Support Plan (ILSP) and an initial Operational Logistics Support Plan (OLSP). The ILSP provides a top level view of the overall logistics concept for supporting the system that will serve as a basis for logistics element planning and operational support planning. The OLSP describes in detail the how the system will be supported during its service life. Commandant (G-A) uses a standard template of ten logistics elements when they write ILSP's and OLSP's. The standard template ensures all logistics elements are addressed. The ten elements are:

a. **Maintenance Planning.** The process conducted to evolve and establish maintenance concepts and requirements for the on and off equipment maintenance to be performed during the life of the system/equipment. Maintenance plans are developed through a support analysis process and identify overall guidance on how, and at what level, maintenance will be performed, and the support requirements at each maintenance level for the system/equipment. The maintenance plan is the logistics element that drives development of most of the remaining logistics elements. Maintenance plans are maintained and updated as changes occur to the system/equipment throughout the life of the program

b. **Staffing and Personnel.** The identification and acquisition of military and civilian personnel with the skills and grades required to operate and support a materiel system over its lifetime. Staffing and personnel requirements are derived through the support analysis process and manpower analysis.

c. **Supply Support.** Supply support encompasses all management actions, procedures, and techniques necessary to determine requirements to acquire, catalog, receive, store, transfer, issue and dispose of secondary items. Supply support includes provisioning for initial support, as well as acquiring, distributing, and replenishing inventory spares and repair parts, and planning for direct or competitive spares procurement, i.e., breakout.

d. **Support and Test Equipment**. Support Equipment (SE) is all equipment (mobile or fixed) required to support the operation and maintenance of a system. This includes associated multi-use end items, ground handling and maintenance equipment, tools, metrology and calibration equipment, test equipment and automatic test equipment (ATE). It also includes the acquisition of logistics support for the support and test equipment itself.

e. **Technical Data.** Recorded information regardless of form or character (such as manuals and engineering drawings) of a scientific or technical nature. It provides information needed to translate system and equipment design requirements into discrete engineering and logistics considerations. Computer programs and related software are not technical data, but documentation of computer programs and related software are technical data. Financial data or other information related to contract administration is also excluded.

f. **Training and Training Support.** The processes, procedures, techniques, training devices, and equipment used to provide Coast Guard personnel the knowledge, skills, and attitudes required to perform designated job(s) as assigned. This includes individual and crew training, new equipment training, initial, formal, and on-the-job training. Training support includes professional and logistics support to analyze for training solutions, design and develop training, implement training, maintain training materials and equipment, and evaluate training for effectiveness.

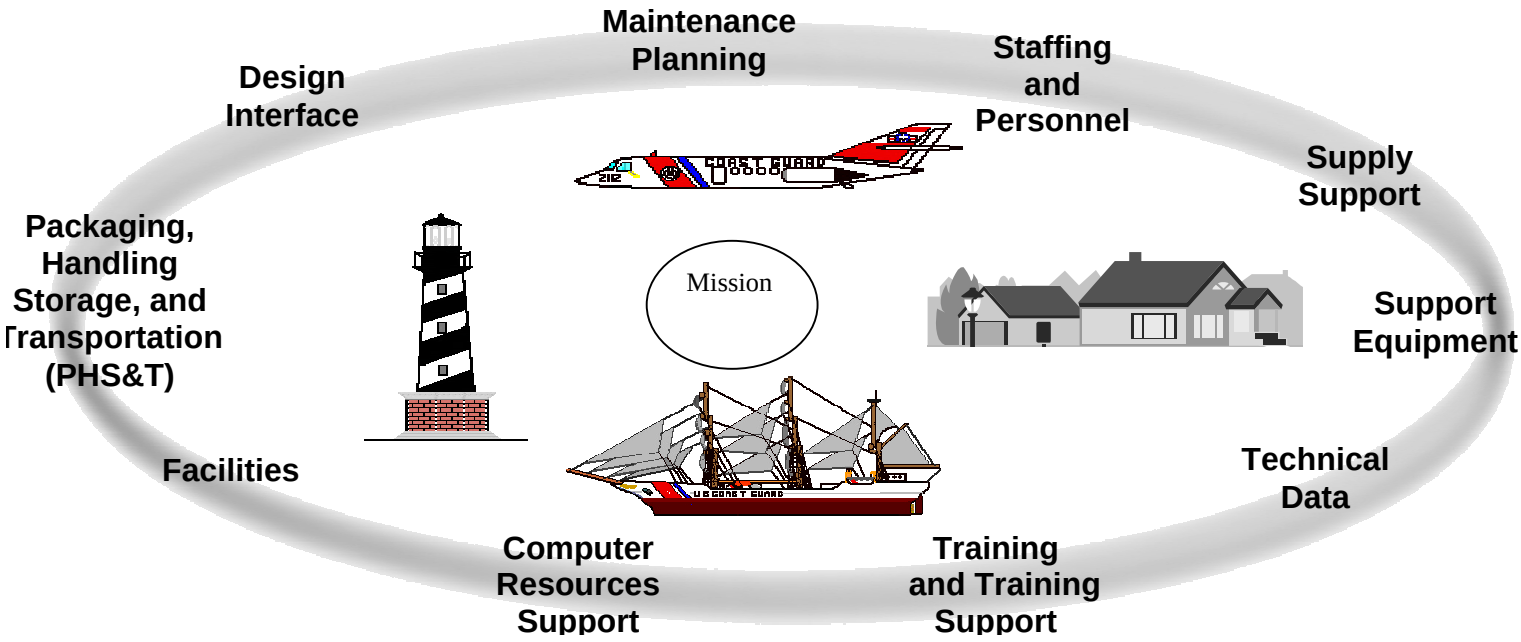
g. **Computer Resources Support.** The facilities, hardware, software, documentation, manpower and personnel needed to operate and support embedded computer systems.

h. **Facilities.** Permanent or semi-permanent real property assets, such as training, testing, storage, and maintenance facilities, required to support the system consistent with the operational and support concept. This includes conducting studies to identify and define facility requirements for not only new construction, but also modifications or improvements to existing facilities, locations, spare parts needs, environmental requirements and equipment.

i. **Packaging, Handling, Storage, and Transportation (PHS&T).** The resources, processes, procedures, design considerations, and methods to ensure that all system, equipment, and support items are preserved, packaged, handled and transported properly. This includes environmental considerations, equipment preservation requirements for short and long-term storage and transportability.

j. **Design Interface.** This is the relationship of logistics-related design parameters, such as Reliability, Availability and Maintainability (RAM), to systems readiness resources requirements and support cost. These logistics-related design parameters are expressed in operational terms rather than as inherent values and specifically relate to system readiness objectives and support costs of the system/equipment. Design interface provides designers with working and conceptual models to evaluate the interface between elements of the system, given any given combination of design attributes. Design interface results provide for more objective decision making which is based on data rather than assumptions or inherent values.

Figure 1-2 shows the logistic elements that support platforms.



2. **SUSTAINMENT LOGISTICS PHASE**

Sustainment logistics is the support of platforms and systems throughout their normal operating lives and continued life extension of a program. Sustainment logistics is an extension of the acquisition phase. The Systems Directorate, Commandant (G-S) generally coordinates the hardware and system support, and the Human Resources Directorate, Commandant (G-W) addresses human resource needs. The sustainment phase involves the refinement of supply and maintenance support, supporting technical information, and personnel support issues such as training to promote an extended and effective service life of the platform or system. Configuration control and modifications to the platform or system also occur in this phase and are accomplished by configuration control boards, chaired by the facility or operational program manager(s). The roles and responsibilities are completed by different organizational levels and structures during the sustainment phase depending on the platform (see enclosure (7)).

3. **CONTINGENCY OR SURGE LOGISTICS PHASE**

Contingency or surge logistics provides a higher tempo of support to meet the requirements of:

a. Natural or man-made emergencies that threaten the safety of lives, property, or the environment;

b. Threats to national security interests; or

c. Other national interests.

Some contingencies or surges result in increased Coast Guard responsibilities and/or operational workload that exceed normal support resources. Contingencies or surges vary by type, probability of occurrence, predictability, duration, and effect. They may be classified as:

a. Domestic emergencies of such magnitude that the Federal Response Plan may be invoked.

b. Environmental emergencies addressed by the National Contingency Plan.

c. Defense-related contingencies.

4. **DISPOSITION LOGISTICS PHASE**

Prior to the end of the platform or system's service life, alternative uses and means for disposal are determined. At the end of the service life, the components are disposed of in a manner that conforms to the established disposition plan and to all applicable rules and regulations, such as environmental protection laws. This phase of logistics is generally coordinated by one of three offices:

a. Commandant (G-CFM), Asset Management Division, is responsible for the disposal of personal property. Disposal of electronics is coordinated through Commandant (G-SCE).

b. Commandant (G-SEC), Office of Civil Engineering, is responsible for the disposal of real property.

c. Commandant (G-SLP), Office of Logistics Policy is responsible for policy guidance on the disposal of Operating Materiel and Supplies (OM&S).

Disposal actions are coordinated with the property owners, GSA, the appropriate environmental regulatory authority, and the Departments of State and Defense if foreign sales are involved. The Property Management Manual (PMM), COMDINST M4500.5 (series) provides policy guidance for this phase.

5. **TRANSITION BETWEEN THE ACQUISITION AND SUSTAINMENT PHASES**

The transition between the Acquisition phase and the Sustainment phase is accomplished through an Operational Logistics Support Plan (OLSP). The OLSP describes the products and services that will be provided by the Project Manager/officer/sponsor and how the operational platform, system, or equipment shall be supported. Normally interim support from the acquisition resources continues until the design of the system has stabilized and the Coast Guard sustainment elements have adequate resources in place to assume the support role. This is commonly referred to as the "Coast Guard Support Date (CGSD)". Those responsible for providing logistics support should be able to use the OLSP as both a reference as to where support is located and direction for implementing support services. What role Coast Guard support units play in sustainment support varies depending on the platform, system, or equipment.

D. THE FUNCTIONAL ROLES OF LOGISTICS SUPPORT

Logistics is an iterative, interactive and decentralized process in the Coast Guard and is affected by a network of functional operational logistics roles and support roles. Enclosure (7) provides an overview of the functional roles of logistics support and identifies those offices/commands responsible.

1. **Equipment and Support Roles**

The Coast Guard Engineering Logistics Concept of Operations (ECONOP), COMDTINST 4100.7 provides a conceptual view for future Coast Guard engineering logistics and identifies logistics systems functional roles. In addition, there are other roles that are an integral part of the logistics process. The roles and their general responsibilities are:

a. **Logistics Advocate**—manages the logistics system to satisfy platform requirements.

1) Sets strategic direction, goals, and objectives; establishes doctrine, policy and procedures for integrated logistics.

2) Coordinates with customers at all levels to ensure the logistics system supports operational missions.

3) Obtains resources and makes macro-level distribution of resources to perform logistics functions.

4) Continually evaluates/improves the performance of the logistics system.

b. **Facility Manager** – translates the operating program needs into system requirements.

1) Describes the platform, system, and equipment requirements for the operating program.

2) Coordinates with the Logistics Advocate and operating programs to ensure that the platform, system, and equipment requirements are met.

3) Obtains and provides resources to the Logistics Advocate to support platform, system, or equipment to meet mission requirements.

4) Continually evaluates the operational effectiveness of the platform, system, or equipment to meet mission requirements.

5) Serves as a member of the configuration control board during the acquisition phase. Chairs the configuration control board through sustainment, and disposal phases of the platform, system, or equipment.

6) Serves as a member of the Integrated Logistics Support Management Team (ILSMT) during all phases of the life cycle.

c. **Configuration Control Board**—Cross-functional team that reviews proposed configuration changes in response to changing facility requirements.

1) Ensures that the appropriate ILS elements are addressed.

2) Makes decisions based on trade-off, cost-benefit and value-added analyses.

3) Communicates approved changes.

d. **Integrated Logistics Support Management Team (ILSMT)**—Cross-functional team that develops, reviews and updates integrated logistics support plans in response to changing operational and logistical requirements.

1) Ensures that appropriate ILS elements are addressed.

2) Reviews and ensures that all support plans are current.

3) Develops support plans for major acquisitions, alterations, modifications, and changes in operational requirements.

e. **Acquisition Manager (Project Manager)**—Acquires a platform, system, or equipment which is supportable throughout its life cycle.

1) Leads cross-functional teams to ensure all life cycle ILS elements are included in acquisition.

2) Ensures that the equipment or platform acquired meets the sponsor's requirements.

3) Makes decisions based on trade-off, cost-benefit and value-added analyses.

4) At delivery ensures that all planned support is in place to commence the operational phase.

5) Chairs the Configuration Control Board through the Acquisition Phase of the platform, system, or equipment.

6) Chair ILSMT through Acquisition Phase of the platform, system, or equipment.

f. **Integrated Logistics Support Manager (ILSM)** - The ILSM is responsible for formulating, coordinating and implementing the ILS program for the Acquisition Manager (Project Manager). The ILSM is normally a dedicated project management staff member and serves as the project ILS focal point. Chairs ILSMT through Acquisition phase of the platform, system, or equipment.

g. **Platform Manager**—Manages the logistics support for a platform during the Sustainment and Disposal Phases by developing and maintaining necessary support plans.

1) Ensures there is a logistics support philosophy for the platform.

2) Coordinates with customers (including Facility and Acquisition Managers) to ensure the platform supports the operational missions.

3) Obtains and distributes resources from the Facility Manager via the Logistics Advocate to implement the support plan.

4) Continually evaluates/improves the performance/reliability of the platform.

5) Leads cross-functional teams to plan, develop, analyze, and recommend configuration changes. Manages the configuration data at the platform level during the sustainment phase.

6) Serves as a member of the configuration control board during all phases of the life cycle of a platform, system, or equipment.

7) Serves as a member of the ILSMT during the acquisition phase; chairs the ILSMT during sustainment and disposal phases of the life cycle of the platform, system, or equipment. Maintains the Operational Logistics Support Plan (OLSP). Ensures engineering logistics portions of the integrated logistics support plans are current during the sustainment phase

h. **Equipment/Systems Manager**—Manages the logistics support for an equipment/system type, across multiple platforms, during all life cycle phases by developing and maintaining the equipment support plan.

1) Ensures there is a logistics support philosophy for the equipment/ system.

2) Leads cross-functional teams in providing required logistical support, and to ensure all life cycle ILS elements are included in equipment acquisition.

3) Ensures support for assigned equipment/systems are consistent with integrated support plans during sustainment phase.

4) Ensures that the equipment continues to meet the sponsor's requirements.

5) Coordinates with customers (including Facility and Platform Managers) to ensure the equipment supports the operational missions.

6) Receives and distributes resources from the Facility Manager via the Logistics Advocate to implement the support plan.

7) Continually evaluates/improves the performance/reliability of the equipment.

8) Plans, develops, analyzes, and recommends configuration changes. Manages the configuration data at the equipment/ systems level.

9) Reviews all proposed configuration changes in response to changing requirements. Ensures all ILS elements are addressed.

i. **Supply Manager—**Supports platform, equipment, and maintenance management by executing commodity and items plans derived from the integrated logistics support plans for the acquisition, sustainment and disposal phases.

1) Executes the supply portion of the integrated logistics support plan.

2) Continually evaluates and recommends improvements to platform and equipment support plans.

3) Performs centralized planning and management of system-wide inventory.

4) Develops and analyses supply data.

j. **Maintenance Manager**—Schedules and executes integrated maintenance support for assigned platforms which is beyond the capability of the platform and support manager to provide or execute.

1) Executes and manages funds for major maintenance portion of the platform and equipment support plans.

2) Coordinates unscheduled maintenance and casualty response beyond platform capability.

3) Schedules and implements alterations and field changes.

4) Serves as technical consultant to the platform and their operational commander.

5) Continuously evaluates and requests improvement to platform and equipment support plans.

6) Develops and analyzes maintenance data.

k. **Support Manager**—For requirements which exceed the on-board capability of the platform, performs or arranges support for assigned platforms, providing a single point of contact between the total logistics system and the platforms for the following:

1) Facilitates requests for and delivery of services to the platform.

2) Provides matrix management between the technical, maintenance, and supply functions.

3) Provides or arranges maintenance support such as maintenance assistance, maintenance augmentation, materiel assessment, and, as directed by the maintenance manager, casualty response.

4) Provides or arranges port services as directed by appropriate support plans.

5) Provides or arranges services for platforms which are without an on-board capability.

6) Continuously evaluates and requests improvements to platform and equipment support plans

l. **Platform Level Logistics Manager—**Schedules, coordinates, oversees, and performs organizational level maintenance which includes scheduled and unscheduled maintenance and repairs as required by the platform and equipment support plans.

1) Ensures that all aspects of engineering logistics required for the platform to perform its mission have been addressed in accordance with the integrated

logistics support plan, as modified by actual materiel conditions and any surge logistics dictated by unusual mission assignments.

2) Responsible for unit level maintenance and supply tasks in accordance with platform and equipment support plans.

3) Develops, analyzes, and updates maintenance data at the time of the event.

4) Continually evaluates and recommends improvements to the platform and equipment support plans.

5) Advises Support Manager of needs beyond unit capability.

2. PERSONNEL LOGISTICS SUPPORT ROLES

The Coast Guard's Human Resource system is comprised of four distinct roles. The "Supplier" role encompasses all functions that provide personnel with right skill and experience to the unit commander at the right time. The "Provider" role converts available resources to provide the most effective possible mix of product and services to meet the needs and expectations of Coast Guard personnel. The "Broker" role maintains a balance between the needs of the service and the needs of the people. And the "knowledge-based" roles include strategist, consultant and troubleshooter bringing expert knowledge of the human resource system to the Commandant, Chief of Staff and program managers.

The above roles are accomplished within the organizational structure of the Coast Guard's Human Resource system headed by the Assistant Commandant for Human Resources, Commandant (G-W) and are executed through the following functions:

a. **Human Resources Manager** – Responsible for providing a system that meets the Coast Guard's personnel needs and the needs of Coast Guard. Manages the Coast Guard workforce through policy and resource distribution.

b. **Resource Manager for Human Resources** - Responsible for translating human resource needs into military billets and civilian positions. The Office of Programs, Commandant (G-CPA) owns the process that authorizes military billets and civilian positions.

c. **Personnel Delivery Manager** – Responsible for the assignment of military personnel (active and reserve) to authorized billets. This function is performed by the Coast Guard Personnel Command (CGPC) for the active duty component under the Director of Personnel Management, Commandant (G-WP) and by the Reserve Assignment Officers (AO) located in the ISC and/or District Offices for the Reserve component.

d. **Personnel Training Manager** - Responsible for providing the prerequisite training, including reserve training, and appropriate development opportunities to enable human resources to provide adequately skilled people to accomplish the assigned duties, specifically logistics specialty duties. Responsible for training

plans and course curriculums as well as pipeline training. This role is managed through the Director of Reserve and Training, Commandant (G-WT).

e. **Health Manager –** Responsible for providing health care benefits to Coast Guard personnel and their dependents and to ensure Coast Guard personnel are fit for duty. This role is managed through the Office of Health and Safety, Commandant (G-WKH).

f. **Personnel Accessions Manager –** Responsible for the recruitment and hiring of military and civilian personnel. Also responsible for the retention of military personnel (re-enlistments and contracts for Reserve officers). This role is overseen by Commandant (G-WT) for reserve personnel and Commandant (G-WP) for active duty and civilian personnel.

g. **Personnel Pay and Non-Pay Compensation Systems Manager –** Responsible for both military and civilian pay (both appropriated and non-appropriated) and other non-pay compensation programs, such as exchanges, morale, well-being, and recreation programs, commissaries, housing, worklife, etc. These programs are overseen by the Director of Personnel Management (G-WP) and Director of Health and Safety (G-WK).

h. **Human Performance Consultant** – Responsible for assisting in determining human performance shortcomings and designing individual and organizational solutions.

i. **Human Systems Integrator** – Provides professional support to operational and support program managers for often complex human systems integration issues.

j. **Safety and Environmental Health Manager –** Responsible for implementing, managing and administering afloat, aviation, and shore safety and environmental health programs. These programs identify, assess and control risks to protect Coast Guard property and to ensure Coast Guard personnel have a safe healthful working and living environment. Also ensures hazardous materiel and is properly managed throughout its life cycle. This role is primarily managed through the Director of Health and Safety, Commandant (G-WK). The Office of Civil Engineering, Commandant (G-SEC) has program responsibility for environmental management and hazardous waste.

3. **OTHER LOGISTICS ROLES**

a. **Program Manager** - This role has various meanings dependent upon the document and the context in which the term is used. In general, its context is either operational or support. Qualifiers are often included in its use, e.g., Support Program Manager, Operations Program Manager, etc., which help place the needed context and perspective on the role. Two general definitions and responsibilities for this role are:

1) **Operational Program Manager** - Responsible for the conduct of operations to meet the statutory mission requirements within a designated AOR. Makes plans, manages/distributes assigned resources, establishes mission standards, policies and procedures, and directs/oversees the execution of activities needed to meet mission requirements. Sets Human Resource requirements for mission areas. Manages and monitors Human Resource performance within the operating system.

2) **Support Program Manager** - Responsible for support requirements within a designated AOR. Makes plans, manages/distributes assigned resources, establishes policies and procedures, and directs/oversees the execution of support activities. Sets Human Resource requirements for support areas. Manages and monitors Human Resource performance within the support system.

a. **Procurement Manager** – Responsible for procurement of goods and services needed to support Coast Guard missions and platforms. Executes procurement documents by reviewing, evaluating, interpreting, and implementing procurement statutes and regulations. Provides implementation procedures, guidance, and oversight related to procurement management and operations. Assures properly trained personnel to execute contracts and oversees the efficiency and effectiveness of the procurement process. The Office of Procurement Management, Commandant (G-CPM) establishes procurement policy.

b. **Finance Manager** - Responsible for establishing and implementing financial management plans (e.g., spend plans, unit budget, etc.).

c. **Accounting Manager** - Responsible for funds accounting and property management. This role is managed through the Office of Financial Management, Commandant (G-CFM).

d. **Information Resource Manager –** Translates information requirements into a system that provides information to meet the requirements. The information resource system may be manual or use automated tools, but must have the following characteristics.

1) Identify and gather raw data for further transfer or analysis.

2) Analyze data, convert to useful information and provide it to the end user.

e. **Logistics Process Integrator** - The Logistics Directorate, Commandant (G-SL) performs this logistics process integration role. Responsible for ensuring that all roles in the logistics process within Commandant (G-S) as well as those external to Commandant (G-S) are aligned with the Coast Guard's strategic direction. This role focuses on the interrelationship of all logistics functions and organizations and establishes policy for all Coast Guard logistics systems. Under Commandant (G-SL) is the Office of Logistics Policy, Commandant (G-SLP) which conducts logistics management policy and procedure compliance reviews and the Office of Logistics Systems, Commandant (G-SLS) which develops and

maintains the necessary information management tools and processes to fully integrate and automate the Coast Guard logistics system.

Figure 2-2 shows the Logistic Roles and platforms/systems.

Chapter 3 - The Interrelationships of Coast Guard Logistics

A. LOGISTICS RELATIONSHIPS

1. Logistics by its very nature is a complex network of organizations and processes. Each point of the network adds value and is interrelated to, frequently interdependent on, other points. These relationships exist both internally within the Coast Guard as well as externally with other government agencies and commercial industry. It is the synergistic effect of the entire network that delivers logistic support to the customer.

2. The primary Coast Guard interrelationships are as follows:

   a. Interrelationships within the Coast Guard, principally those between the supply, procurement, engineering, personnel, financial management and operating communities.

   b. Interrelationships with the Department of Defense (DoD), both as a source of supply, as a manager of logistics systems, and an industrial capacity resource.

   c. Interrelationships with Other Government Agencies (OGA) as sources of supply such as the General Services Administration (GSA).

   d. Interrelationships with commercial sources of supply.

   e. Interrelationships with the other organizations, government and commercial, with whom the Coast Guard operates.

B. LOGISTICS INTERRELATIONSHIPS WITHIN THE COAST GUARD

1. The logistics network is pervasive throughout the Coast Guard. It extends horizontally throughout each organizational level as well as vertically between levels. The focus of this network is to provide logistics support to the operational unit.

   a. Logistics Interrelationships within Headquarters

      There are seven flag level directorates assigned to Coast Guard Headquarters. Two are the operational support arms of the Coast Guard: the Assistant Commandant for Operations, Commandant (G-O) and the Assistant Commandant for Marine Safety and Environmental Protection, Commandant (G-M). The remaining five directorates, the Assistant Commandant for Human Resources, Commandant (G-W), the Director of Resources, Commandant (G-CRC), the Assistant Commandant for Acquisitions,

Commandant (G-A), the Assistant Commandant for Systems, Commandant (G-S), and Director of Finance and Procurement, Commandant (G-CFP), provide logistics support to the operational units. The interaction between all Assistant Commandant's is especially important during the sustainment phase of logistics as each directorate provides critical logistics support for each platform.

1) The nature of Commandant (G-S)'s business is resource and policy management for the Coast Guard's systems infrastructure. To accomplish this task, the mission for the Systems Directorate is:

> *To develop and support the systems which enable the men and women of the Coast Guard to be Semper Paratus today and tomorrow.*

Commandant (G-S) is the program manager for telecommunications, research and development, environmental compliance and restoration, engineering and logistics. Commandant (G-S) is the support manager for aviation, electronics, shore facilities, and cutters and boats.

To provide the organic resources and facilities to help accomplish this demanding mission, the Systems Directorate has eight units under its cognizance. They are:

a) Engineering Logistics Center (ELC), Baltimore, MD

b) Research and Development Center (R&D), Groton, CT

c) Coast Guard YARD, Baltimore, MD

d) Aircraft Repair and Supply Center (ARSC), Elizabeth City, NC

e) Command and Control Engineering Center (C2CEN), Portsmouth, VA

f) Telecommunications and Information Systems Command, (TISCOM) Alexandria, VA

g) Loran Support Unit (LSU), Wildwood, NJ

h) Operations Systems Center (OSC), Martinsburg, WV

Two of these facilities - the Coast Guard YARD and ARSC - have been designated as core logistics facilities under the A-76 program. The foundation for this designation for the YARD and ARSC is that without the facility, the Coast Guard would encounter an unacceptable delay and disruption to its mission essential functions.

In order to align the Systems Directorate activities with this mission, Commandant (G-S) has adopted a set of performance goals that are derived from a capability model that depends upon operational effectiveness and life cycle costing.

2) The nature of Commandant (G-W)'s business is personnel management and Coast Guard Exchange System support, Service-wide for the Coast Guard. The Human Resources' two primary customers are Coast Guard units and Coast Guard members. Commandant (G-W) provides two different types of products and services to these customers. These interrelationships are described in the HR Business Plan at: http://www.uscg.mil/reserve/busmod/hrbmndx.htm. To accomplish this task, the mission for the Human Resources Directorate is:

> *The Human Resources Directorates exists to meet the people needs of the U. S. Coast Guard and the needs of Coast Guard People. Get the right people to the right place at the right time with the right human support services.*

To provide the organic resources and facilities to help accomplish this demanding mission, the Human Resources Directorate has the following units under its cognizance. They are:

a) U. S. Coast Guard Academy, New London, CT

b) Training Center Cape May, NJ

c) Training Center Yorktown, VA

d) Coast Guard Institute, Oklahoma City, OK

e) Training Center Petaluma, CA

f) Human Resources Service and Information Center, Topeka, KS

g) Chief Petty Officers Academy East, New London, CT

h) Chief Petty Officers Academy West, Petaluma, CA

i) Leadership and Development Center, New London, CT

j) Officer Candidate School, New London, CT

k) Aviation Technical Training Center, Elizabeth City, NC

3) The nature of Commandant (G-CFP) business is financial and procurement management for the Coast Guard. The Director of Finance and Procurement is the Chief Financial Officer (CFO) of the Coast Guard

and Support Director for the Financial Management Program. To accomplish this task, the mission for the Director of Finance and Procurement is:

To direct the resource management activities of the Coast Guard relating to finance and procurement.

4) Commandant (G-CFM)'s business is financial management for the Coast Guard. Commandant (G-CFM) is responsible for developing; maintaining and evaluating broad policy and guidance related to financial management operations, personnel and training. Commandant (G-CFM) also analyzes current year activity to support the resource management decisions of the Coast Guard.

The Finance Center in Chesapeake, VA provides all accounting services for the Coast Guard.

C. LOGISTICS INTERRELATIONSHIPS WITHIN THE AREA COMMANDS

1. The main link between the Directorates, Offices in Coast Guard Headquarters, and the Area commands (Atlantic and Pacific Areas) is the constant dialog between Area staffs and those of both the operational and support directorates.

   The Atlantic Area oversees the Atlantic Ocean, the Gulf Coast and the Great Lakes regions. The Pacific Area oversees the Pacific Ocean region.

   a. Maintenance and Logistics Commands (MLCs)

      The (MLCs) comprise the support staffs for their respective Area Commanders. There are two MLCs, MLC Atlantic (MLCLANT) which supports the operational needs of the Atlantic Area Commander (LANTAREA) in Atlantic and Gulf coastal regions, and MLC Pacific (MLCPAC) which supports the operational needs of the Pacific Area Commander (PACAREA) in the Pacific region. These MLCs include staffs to provide support and guidance for finance, procurement, logistics, health and safety, legal, personnel, civil and naval engineering, and electronics systems. MLC units include:

   b. Integrated Support Commands (ISCs)

      ISC's provide support such as personnel administration, small purchase support, industrial services, shipping and receiving services, storage support services, housing, work-life, morale, well-being, and recreation program support within their AOR. Three (Portsmouth, Honolulu and Ketchikan) ISC configurations include maintenance and industrial activities as described below.

c. Electronics System Support Units (ESUs)

ESU's provide technical support for electronics equipments and systems. Most ESUs have subordinate maintenance units known as Electronic Systems Support Detachments (ESD).

d. Civil Engineering Units (CEUs)

CEU's provide technical support for facilities and utilities.

e. Naval Engineering Support Units (NESUs)

NESU's provide technical support for hull, mechanical, electrical, and ordnance equipments and systems. Within the NESU are maintenance contact teams for vessels and weapon systems, Weapons Augmentation Teams (WATS) and Maintenance Augmentation Teams (MATS).

f. Industrial Support Activities/Detachments (ISA/ISD)

ISA/ISD's provide depot level service to selected platforms and perform light fabrication.

D. LOGISTICS INTERRELATIONSHIPS WITHIN DISTRICTS

1. The District Offices are flag-level operational commanders who work for their respective Area commander. While the Districts work operationally for the Area Commanders, they depend primarily on their respective MLC for support services. The MLCs provide these services through their respective staffs, and the MLC units.

2. Despite the chain of command for the various units stationed within the District, the District Commander is usually the senior permanent Coast Guard officer within the District boundaries. The types of units that work for the District are:

   a. Cutters

   b. Boats

   c. Groups and their subordinate units

   d. Air Stations

   e. Marine Safety Offices

E. LOGISTICS INTERRELATIONSHIPS AT THE UNIT LEVEL

1. At the unit level, user level support is performed or procured by organic support assets (such as unit personnel). Logistics support for cutters and standard boats above the user level is either performed by Group maintenance resources or coordinated with the ESU, NESU, or MLC by the Group Engineer. Logistics

support for non-standard boats is provided by the respective Group. Logistics support for aircraft is coordinated by ARSC.

F. LOGISTICS INTERRELATIONSHIPS WITH DoD

1. Efficiency, operational necessity, and governing legislation are some of the reasons the Coast Guard obtains logistics support from the military services of DoD. The Coast Guard's interrelationship with DoD encompasses two primary areas:

   a. As a manager of logistics systems

   b. As a source of supply for DoD-owned equipment and Coast Guard owned DoD equipment

G. LOGISTICS SYSTEMS

1. The Coast Guard has been involved with the Military Standard Requisitioning and Issue Procedures (MILSTRIP) and the Uniform Materiel Movement and Issue Priority System (UMMIPS) from their beginnings. The Coast Guard has also adopted the Department of Defense Activity Address Codes (DODAAC), transportation and movement (MILSTAMP), the Defense Integrated Logistics Data System (DIDS), and the Defense Automatic Addressing System (DAAS).

2. The Office of Logistics Policy, Commandant (G-SLP) is the Coast Guard's contact point with the Defense Logistics Agency (DLA) for all DoD logistics systems.

H. DoD EQUIPMENT

1. The majority of Coast Guard platforms are made up of DoD developed items or non-developmental items. To the point that it is practical and economical, the respective sources of supply and maintenance are used for logistics support.

2. For standard DoD items such as weapons, radar, communication equipment, and some HM&E and aircraft items, support is obtained from the Service that is the primary inventory control point for the item. In certain cases, the ELC or ARSC stock standard DoD items as the secondary inventory control point. DLA manages common consumable items.

3. The Coast Guard operates many DoD managed weapons and electronic systems. The U.S. Navy provide logistics support for most of this equipment. Through SCLSIS, the Coast Guard provides configuration information to the Navy, and negotiates a level of funding and/or support required to maintain the equipment.

I. DoD TRANSPORTATION

1. The U.S. Coast guard relies on DoD for transportation of deployable units (PSUs/110s) to a CINC in support of a major contingency using available AMC and MSC assets. In addition, the U.S. Coast Guard assets rely heavily on the U.S. Navy for port services and contracted services when deployed overseas.

J. LOGISTICS INTERRELATIONSHIPS WITH GSA

1. The General Services Administration (GSA) provides supplies, building space and services for all government agencies. The Coast Guard uses GSA as a major source of supply for common supply items such as furniture and office supplies.

K. LOGISTICS INTERRELATIONSHIPS WITH OTHER GOVERNMENT AGENCIES (OGA)

1. The Coast Guard maintains key relationships with the other government agencies with which it operates. Some of these agencies include the National Oceanic and Aeronautic Administration (NOAA), the Federal Aviation Administration (FAA), U.S. Customs Service, and the Drug Enforcement Agency, (DEA). Usually Memorandum of Agreements (MOAs) are developed which define the interrelationships between the Coast Guard and the OGA. These agencies provide logistics and operational support to accomplish assigned missions.

L. LOGISTICS INTERRELATIONSHIPS WITH COMMERCIAL INDUSTRY

1. Supply, maintenance and technical support for Coast Guard equipment is often procured directly from commercial sources. This procurement process takes place at all levels of support depending on the criticality, complexity and dollar value of the supplies or maintenance to be performed. All commercial procurements and services are governed by the Federal Acquisition Regulations (FAR), Transportation and Acquisition Regulation (TAR), Transportation Acquisition Manual (TAM) and Coast Guard Acquisition Procedures (CGAP). The following types of support are often obtained from commercial sources.

    a. direct vendor delivery

    b. acquisition of stock

    c. depot-level maintenance

    d. intermediate-level maintenance

    e. engineering and technical Services

f. acquisition support

g. maintenance support

M. INTEROPERABILITY

1. Interoperability includes policies, procedures and considerations made to accommodate use of equipments and systems with the material systems of other users, such as other law enforcement organizations, DoD and NATO. DoD includes interoperability as an ILS element and the Coast Guard considers it as an element in its strategy document, Coast Guard 2020.

Chapter 4 - The Future of Coast Guard Logistics

A. BACKGROUND

In recent years, the Coast Guard has realized success with the integration of certain logistics functions such as the creation of the Engineering Logistics Command (ELC) and the development of the Fleet Logistics System (FLS). On the horizon is the Integrated Deepwater Systems (IDS) Project which by the nature of its acquisition approach of integrating vessel, air and C4I assets will be a major change agent for Coast Guard logistics. IDS will provide momentum for true integration Coast Guard-wide.

Coast Guard logistics must also consider the issue of interoperability. DoD is developing a set of interoperability-related standards, policy, and guidance. These guidelines provide a complete and accurate collection of required interoperability references for acquiring and implementing DoD information technology systems, system components, and services. These references bring together diverse civilian and government standards to help personnel plan for, acquire, and implement interoperable Command, Control, Communications, Computers and Intelligence (C4I) systems. Interoperability in the C4I community uses the same strategies that building codes use to promote interoperability in architecture. This will be accomplished by influencing the planning process, ensuring that systems will meet the same standards and be interoperable with each other. Recognizing that many existing systems are not interoperable because they were designed to different standards, future acquisitions will follow common sets of standards.

B. STRATEGIC APPROACH

Strategic direction for logistics support must begin with the Coast Guard Strategic Plan, operational requirements and incorporate the logistics functions of the Assistant Commandants. Since the organizational relationships, corporate-level policies, and business practices are founded on an integrated systems approach, the business of providing logistics support should also be focused on an integrated approach that includes systems, information, financial management and human resources.

C. LOGISTICS DOCTRINE

The future state of Coast Guard Logistics is characterized in several documents such as the ECONOP, the Assistant Commandant Business Plans, and Coast Guard 2020. Additionally, the IDS Project will have a profound impact as it reshapes Coast Guard offshore operations and, ultimately, how all logistics support is delivered. The capstone strategy for the future of Coast Guard logistics will be articulated in the Logistics Doctrine. The Logistics Doctrine is being developed by Commandant (G-SL).

The Logistics Doctrine will focus on the interrelationship of key logistics functions regardless of platform or organization. The goals of this focus are increased availability and lower total ownership costs using quantifiable operational and support indicators. The Logistics Doctrine also supports a comprehensive Coast Guard wide logistic system to support maintenance and asset management decisions. Key tenets of the Logistics Doctrine will be to:

1. Ensure that operations and all aspects of logistics are tightly linked.

2. Translate the Commandant (G-A), (G-S), (G-W), (G-CFP), and Commander, MLC visions into integrated logistics strategies.

3. Promulgate, advocate and deploy high-level logistics policy for the Coast Guard.

4. Link the Coast Guard through consistent logistics doctrine and methodology.

5. Manage and oversee all information systems for logistics.

6. Develop and coordinate a total integrated logistics strategy for the entire Coast Guard.

7. Ensure interoperability with DoD.

D. THE INTEGRATED LOGISTICS SUPPORT SYSTEM

Coast Guard 2020 describes the concept of the Coast Guard Integrated Logistics Support System (ILSS) - this conceptual system will incorporate best practices for preventive maintenance and repairs, workforce planning and training, supply management, inventory control, and shore support.

At the heart of the ILSS concept are widely accepted principles for logistics information systems. These are:

1. That as many logistics tasks as possible should be dispatched by computers and telecommunications. This applies to transactions, record keeping, and analysis.

2. Decision support systems should provide both leading and lagging performance metrics and answer all-important questions regarding the cost and benefit of every aspect of logistics within the Coast Guard. Decision support systems should also be used to monitor the cost and quality of logistics support provided to the Coast Guard by other organizations, both government and commercial.

3. Maintenance and supply programs will be based on, and integrated with, comprehensive configuration management systems. Maintenance and supply requirements will be generated with configuration data integrated with operational plans. When required, personnel programs will be linked to systems programs. Personnel programs will be highly automated.

4. Users throughout the Coast Guard should use common automated tools to accomplish common tasks. Traditional differences in methods between different components of the Coast Guard should not be used to justify distinct systems for commons tasks.

5. Adequate training will be provided to users of automated systems used in Coast Guard logistics. This training will ensure that each member will be able to use any automated systems for Coast Guard logistics to meet mission requirements.

Chapter 5 - Current Configuration of Coast Guard Logistics

A. This chapter provides a list of the different phases of logistics support as they currently exist in the Coast Guard during sustainment. There are six Coast Guard platforms broken down into logistics components. Each platform is described in detail and designated as enclosures. The platforms are:

1. **Aircraft** (enclosure (1))
2. **Boats** (enclosure (2))
3. **Cutters** (enclosure (3))
4. **Command, Control, Communications, Computer (C4I) Systems** (enclosure (4))
5. **Aids to Navigation (ATON)** (enclosure (5))
6. **Facilities** (enclosure (6))

B. Each platform has eight sections detailing specific functions within that platform. These sections are:

1. **Platforms -** a brief outline of the type of asset being covered.
2. **Policies** - a description of the major policies governing logistics for that platform. Enclosure (8) is a listing of logistics policy references.
3. **Support Roles, Responsibilities and Organizations -** A description of the duties, responsibilities, major roles, and units that execute logistics support for a platform.
4. **Funding** - A description of the funding mechanism for each platform. Enclosure (10) is a table of Allotment Fund Codes (AFCs).
5. **Personnel and Training** - A description of how each platform's unique personnel and training requirements are met.
6. **Maintenance Program** - An outline of the characteristics of each platform's maintenance program.
7. **Information Technology Systems** - A description of IT systems that support each platform.
8. **Performance Measures -** A brief description of the metrics used to measure the effectiveness of the maintenance effort within each platform. Enclosure (9) contains a list of Platform Performance measures.

1. AIRCRAFT

The Coast Guard operates an aviation fleet of about 190 aircraft. These aircraft perform various missions ranging from the traditional search and rescue to marine environmental protection. Operational program oversight for all aircraft is centralized in the Office of Aviation Forces, Commandant (G-OCA). Program guidance for engineering logistics support for all aircraft emanates from the Office of Aeronautical Engineering, Commandant (G-SEA). Commandant (G-SEA) considers "logistics" to be "all aspects of supporting operational commanders at Air Stations."

A. PLATFORMS

The types of aircraft used by the Coast Guard vary from short-range helicopters to long range multi-mission cargo aircraft. These aircraft provide a variety of capabilities that serve to satisfy the needs of equally diverse mission requirements.

The Coast Guard operates and maintains six individual aircraft types. These are listed in Table 1. Additional leased aircraft may provide unique capabilities for near-term operations (logistics, Airborne Use of Force).

Table 1. Coast Guard Operational and Depot Status Aircraft

		Number of Aircraft	
Aircraft Designation	Aircraft Description	Operational	Depot Status
HH-65 Dolphin	Short Range Recovery (SRR)	80	12
HH-60J Jayhawk	Medium Range Recovery (MRR)	35	7
HC-130H Hercules	Long Range Surveillance (LRS)	26	4
HU-25 Guardian	Medium Range Surveillance (MRS)	23	6
VC-4A	CCGD7 Logistics Support	01	00
VC-20	G-C Command and Control Aircraft	01	00

The population of aircraft by Area command is shown in Table 2. All aircraft are assigned to Air Stations.

Table 2. Distribution of Coast Guard Operational Aircraft by Area

	LANTAREA	PACAREA
HH-65 Dolphin	53	27
HH-60J Jayhawk	22	13
HC-130H Hercules	12	14
HU-25 Guardian	23	0
VC-4A	01	00
VC-20	01	00
Total	112	54

B. POLICIES

The primary policy documents that specifically address aviation management issues for the Coast Guard are:

1. Aeronautical Engineering Maintenance Management Manual, COMDTINST M13020.1 (series) - this Manual provides objectives, policies, organizational structures, and responsibilities for the management of aviation maintenance resources.

2. Coast Guard Air Operations Manual, COMDTINST M3710.1 (series) - this Manual prescribes policies, standards, instructions, and capabilities germane to all phases of flight operations.

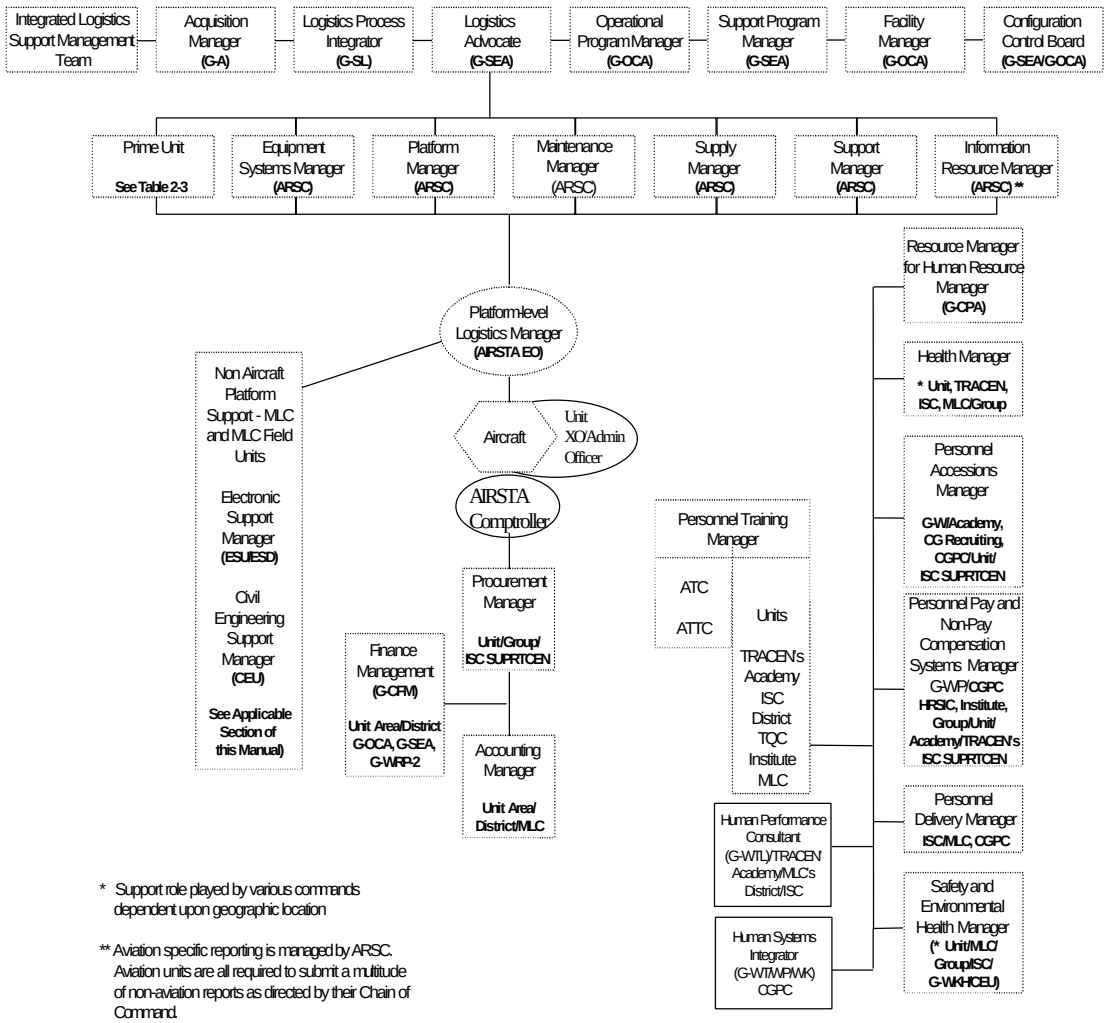
3. Other policy documents are listed in Enclosure (8).

C. SUPPORT ROLES, RESPONSIBILITIES AND ORGANIZATIONS

The Assistant Commandant for Human Resources, Commandant (G-W), Finance Manager, Commandant (G-CFM), Environmental Manager, Commandant (G-SEC), Logistics Process Integrator, Commandant (G-SL) and Procurement Manager, Commandant (G-CPM) roles are common to all platforms and are explained in Chapter 1.

Figure1 displays the key players and partners in the life cycle of an aircraft throughout the Coast Guard.

Figure 1: Aircraft Life Cycle Roles



1. The key participants in this logistics support organization are:

   a. Air Stations and their aircrews to carry out the actual operational and unit-level maintenance support missions.

   b. Aviation Training Center (ATC) for aircrew and pilot training and Aviation Technical Training Center (ATTC) for rate training.

   c. ARSC for aircraft maintenance management, technical expertise, parts support and industrial capability.

   d. CGPC for assignment of personnel.

e. Area and Districts for aircraft mission tasking and distribution of AFC-30 funds.

f. Headquarters as the source of general policy and funds (AFC-41 and 30).

2. Units and organizations whose primary responsibility is aviation support.

a. Air Stations

Air stations and their assigned aircrews represent the front line delivery of service to the public and is the Coast Guard's most common point of interaction with the maritime public. Although aircraft are individually outfitted for targeted operations, all aircraft are viewed as multi-mission assets. Air Stations perform a significant amount of training and maintenance. They are the primary vehicles for retaining Coast Guard personnel (e.g., reenlistment). Depending on geographic locale, some air stations may provide a significant amount of medical, personnel administration and procurement support to themselves.

b. Prime Units

Among these air stations and other aviation units are three organizations which are designated "Prime Units". These Units were formed to provide a central focus for technical responsiveness to field level maintenance management of specific aircraft types or aviation life support equipment (ALSE). The three Prime Units are shown in Table 3.

Table 3. Prime Units

Aviation Unit	Aircraft Type	Assigned Aviation Equipment
Aviation Training Center (ATC), Mobile, AL	HU-25	ALSE
Air Station Elizabeth City, NC	HC-130, HH-60	N/A
Air Station, Atlantic City, NJ	HH-65	N/A

c. Aviation Technical Training Center (ATTC)

Aviation Technical Training Center, Elizabeth City, North Carolina, provides basic rating and advanced specialty instruction to Coast Guard aviation enlisted personnel and others. ATTC reports to the Director of Reserve and Training, Commandant (G-WT).

d. Aviation Training Center (ATC)

Aviation Training Center, Mobile, Alabama, provides initial and follow-on training to all Coast Guard HU-25A, HH-65A and HH-60J pilots and ensures proficiency of aircrew at all Coast Guard Air Stations. ATC reports to the Chief, Office of Aviation Forces, Commandant (G-OCA).

e. Aircraft Repair and Supply Center (ARSC)

ARSC is the manager of Coast Guard aircraft maintenance. ARSC reports to the Coast Guard's Assistant Commandant for Systems, Commandant (G-S) through Commandant (G-SEA). ARSC is the equipment/systems manager for Coast Guard aircraft, including avionics. In general terms, the ARSC is charged with sustained logistics support for the aviation fleet.

ARSC has a Product Line Manager (PLM) Team for each aircraft type responsible for all logistics support. To ensure continuity across product lines, ARSC has four Support Division's: Administration, Engineering and Industrial Support, Logistics Support, and Information Systems.

f. Office of Aviation Forces, Commandant (G-OCA)

Commandant (G-OCA) reports to the Commandant (G-C) through the Assistant Commandant for Operations, Commandant (G-O) and the Director of Operations Capability, Commandant (G-OC). This Office is the Headquarters Program Manager for aviation activities, particularly operations. Commandant (G-OCA)'s major focus is to support Coast Guard mission areas including Law Enforcement, SAR, and Marine Environmental Protection. As facility manager, Commandant (G-OCA) defines capability requirements based on needs of Coast Guard mission areas. Commandant (G-OCA) is a source of AFC-30 aviation management funds and works with Commandant (G-CPA) to establish personnel allowance lists. Commandant (G-OCA) issues the Coast Guard Air Operations Manual, COMDTINST M3710.1 (series), which specifically addresses operations processes and requirements.

g. Office of Aeronautical Engineering, Commandant (G-SEA)

This Office provides the engineering logistics for sustainment of existing aircraft (see Table 1). Aeronautical engineering support programs include avionics, ground support equipment, rescue and survival equipment, and services for the Aircraft Computerized Maintenance System (ACMS) and the Aviation Maintenance Management Information System (AMMIS). Commandant (G-SEA) is responsible for program level maintenance issues. Commandant (G-SEA) is the source of AFC-41 funds for depot maintenance and technical and supply support.

3. The following support organizations are not unique to aviation.

   a. Group

      A Group, if co-located with an air station, may provide the following services:

      1) Budgeting, accounting, procurement and property services.

      2) Reserve management.

      3) Personnel services to include PERSU and medical administration.

      4) Safety and environmental health.

      5) Administration and delivery of non-pay compensation programs.

   b. Integrated Support Commands (ISC) and Support Center Elizabeth City.

      The ISC provides a wide variety of services to a large customer base. They provide the following services to all units in their AOR:

      1) Reserve management, coordination of surge requirements and accountability of the Reserve Appropriation Training funds.

      2) Administer worklife programs

      3) The following services are usually provided if the air station is located close to an ISC:

         a) Budgeting, accounting, procurement and property services.

         b) Personnel services to include PERSU and medical administration.

         c) Safety and environmental health.

         d) Administration and delivery of non-pay compensation programs.

      Support Center Elizabeth City provides personnel services, finance and procurement, and safety and environmental health to its tenants (e.g., ATTC, AR&SC, Air Station Elizabeth City)

   c. Electronic Systems Support Unit (ESU)/Electronic Systems Support Detachment (ESD)

      ESU/ESD's provide Organizational, Intermediate and Depot level electronic system support to all units. They provide organizational support to Groups, Stations and boats due to these units no longer having

technical personnel. The ESU/ESD's provide installation, repair, and maintenance of electronics, computer, and telecommunications systems. The ESU/ESD's support electronics that is not installed on the aircraft. The Command, Control, Communications, Computer (C4I) section of this manual provides an in-depth discussion of Coast Guard C4I support.

d. Civil Engineering Unit (CEU)

CEU provides assistance with shore facilities maintenance. The Facilities Logistics section of this manual provides an in-depth discussion of facilities management and support.

e. Coast Guard Recruiting Commands

Recruits personnel to fill vacant military billets.

f. U.S. Coast Guard Academy

Provides indoctrination to personnel who attend the Academy and OCS in career paths that lead to designation as Naval Aviators. Provides training in leadership and quality management to personnel of all pay grades (enlisted and officer personnel).

g. Training Centers

Training Center's Petaluma and Yorktown provide apprentice training in non-aviation fields to enlisted personnel who support air station operations (e.g., Yeoman, Storekeeper, Machinery Technicians, etc.). Training Center Cape May provides non-rated personnel in support of air station missions. Also provides indoctrination to personnel who eventually pursue a career path in aviation.

h. Human Resources Services Information Center (HRSIC)

HRSIC gathers, maintains, and manages personnel information on military personnel only; develops and provides personnel and financial reports and information for Coast Guard managers and other government agencies; and provides payment and personnel support services.

i. Coast Guard Institute

The Coast Guard Institute provides correspondence courses and distance learning technology to support military and civilian personnel in their professional development.

j. Coast Guard Training Quota Management Center (TQC)

Training Quota Management Center (TQC) acts as order issuing authority for Headquarters program funded Class "C" training, including mandatory pre-arrival training (pipeline) and formal school requirements as outlined in Headquarters Program Managers training plans. Use/maintain Training Management System (TMS) database with respect to all Class "C" courses including: convening dates, quota availability, and entitlement verification. Acts as liaison between Headquarters program managers and DoD quota management centers to obtain quotas in DoD sponsored courses. Assists Commandant (G-WTT) with publication and update of annual FY-00 Class Convening Schedule for Coast Guard Class "C" Resident and Exportable Training Courses, COMDTNOTE 1540.

k. Coast Guard Personnel Command (CGPC)

CGPC provides civilian and military personnel to Coast Guard units while seeking a balance among service, unit, and members' needs.

l. Coast Guard Finance Center (FINCEN)

FINCEN provides accounting and financial information services for the Coast Guard.

m. District Offices

There are nine Districts in the Coast Guard. The key position for aviation management issues in each District office is referred to as the District Aviation Manager (DAM), and is in almost all cases the District (osr) staff element dedicated to aviation management. The incumbents operate in an environment that requires the integration of aircraft, boat, and cutter operations. The Districts distribute funds directly to each air station.

n. Maintenance and Logistics Commands (MLCs)

There are two Maintenance and Logistics Commands in the Coast Guard. The MLC's provide direct program oversight to support units (e.g., CEU, ESU, NESU, ISC, etc.) to meet air station mission requirements. MLC's also provide a small amount of services directly to air stations (e.g., financial management, health and safety inspection, legal programs and personnel support).

o. Area Commands

Area commands provide funding for special operations, coordinates the use of aircraft resources between districts, and reviews subordinate unit resource requests.

p. Office of Chief Financial Management Division, Commandant (G-CFM-2)

Commandant (G-CFM-2) manages the annual Operating and Maintenance Funds (AFC-30) allotment process including administering the Area, MLC, District and training center budget models. It develops, maintains and evaluates broad policy and guidance related to financial management, operations, personnel and training.

Commandant (G-CFM-3) managers the following programs: Personal property, travel card, operating materials and supplies; mass transit; and Chief Financial Officer (CFO) Act requirements.

q. Director of Health and Safety, Commandant (G-WK)

Commandant (G-WK) ensures that quality and timely health care is provided to Coast Guard beneficiaries; provides "on scene" medical support for operational missions; and provides protection to the workforce from safety hazards and terrorist threats.

r. Director of Personnel Management, Commandant (G-WP)

Commandant (G-WP) develops and maintains personnel systems and support programs which promote the effective use of military and civilian human resources; recruiting and hiring service members and employees; manages all aspects of career transition for Coast Guard employees; and provides compensation and benefit programs. Commandant (G-WPM) is the program manager for the Coast Guard Personnel Command and Recruiting Center.

s. Director of Reserve and Training, Commandant (G-WT)

Commandant (G-WT) is the facility manager for assigned Headquarters' training units. It develops the advanced training portion of the annual training plan for all Coast Guard short-term training in coordination with Commandant (G-OCA) and training centers. Commandant (G-WT) also oversees the Reserve Personnel Management program. Commandant (G-WT) is the AFC-56 (training) account program manager.

t. Office of Programs, Commandant (G-CPA)

Commandant (G-CPA) approves aviation unit requests to change allowances for military billets and civilian positions. In addition to Personnel Allowance & Planning, Commandant (G-CPA) acts as Program Reviewers for the Operations and Marine Safety Programs, Support Programs and Major Acquisitions (AC&I and OE Coordinators).

D. FUNDING

1. There are two types of funding involved with the aviation fleet:

   a. Acquisition, Construction, and Improvement (AC&I) funds are used to obtain new aviation assets and to incorporate major improvements into current assets. AC&I funds appear as separate line items in the Coast Guard's budget. These funds are managed as a single program and can only be used for the stated acquisition.

      AC&I program guidelines govern funding for purchasing major acquisitions, such as aircraft. The annual funding level for new aircraft varies depending on the stage of maturity of each specific request, and the production schedules of existing contracts. Major acquisitions (over $50M) are usually managed by Commandant (G-A). Non major AC&I projects of under $50M, such as service new equipment capability, are usually managed within Commandant (G-SEA).

   b. Operating Expense (OE) funds are used to maintain and support existing operating and related supporting assets. Commandant (G-SEA) and Commandant (G-OCA) manage these funds for the aviation program.

      There are two types of OE funds used to support the aviation fleet. Allotment Fund Code 30 (AFC-30) for operations and unit level maintenance, and AFC-41 for depot level maintenance.

2. OE Funding Descriptions

   a. AFC-30 – Operating and Maintenance.

      AFC-30 supports the unit operations, maintenance and fuel needs. Initial AFC-30 funds are distributed by Commandant (G-CFM) using a budget model that is based on Standard Support Levels (SSL) for the number of platforms and types in each district. The SSLs are developed through teaming with Commandant (G-OCA) and field units. Districts may also track costs over time to validate the initial allotment. Subsequent reviews are conducted and the funding level may be modified as required.

      The AFC-30 Standard Support Level (SSL) is distributed through the chain of command to field units. A portion of the funding is often retained at organizational levels higher than the air station to provide a centrally managed resource for unexpected requirements.

      Commandant (G-OCA) may provide funding for projects that are operational in nature. Commandant (G-SEA) provides funds for projects that are maintenance related. However, unit level maintenance funding

(AFC-30) and "free issues" from ARSC for high dollar aircraft parts cover the vast majority of needs. (See Figure 2)

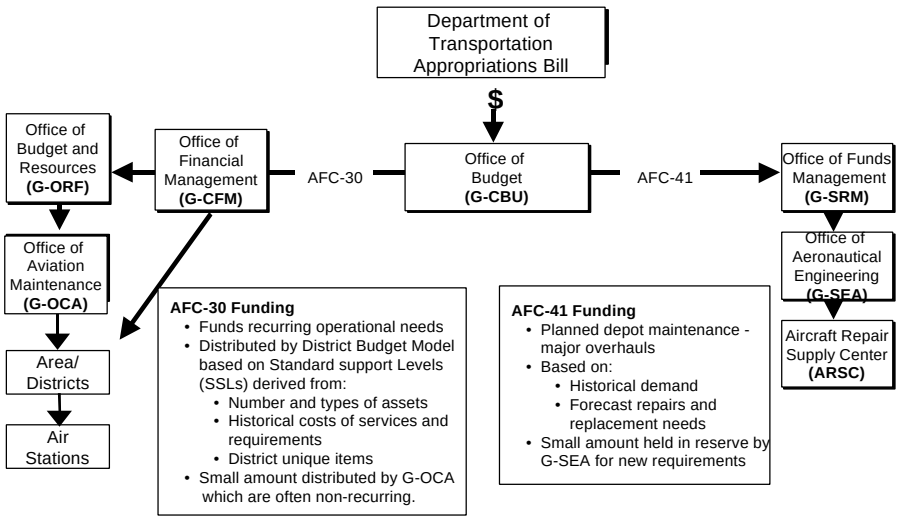
b. AFC-41 – Aeronautical Engineering.

Depot level maintenance overhauls represent major maintenance conducted on Coast Guard aircraft and is accomplished with AFC-41 funds.

The allotment of these funds is based on an annual requirements-based budget that is built upon historical demand for items, and forecasted associated repairs and replenishments. This budget is then combined with new requirements, scheduled PDM, supply and technical support labor and overhead to reach an executable funding level. The majority of AR&SC's AFC-41 money, approximately 80%, goes to the Aviation Inventory Control Point (AICP) for purchase and repair of high dollar aviation components. This includes material with a unit price over $200.00 or over $800.00 for avionics. Commandant (G-SEA) holds a small amount of AFC-41 in reserve for new OE requirements that surface during a budget year at ARSC. The Planned Obligation Process (POP) Board, made up of management personnel at ARSC and headquarters, prioritizes these requirements. Units typically do not get AFC-41 money from Commandant (G-SEA).

Note: AFC-41 funded Program Deport level Maintenance (PDM) is very labor-intensive and is performed mainly by ARSC civilian employees. These employees' salaries are funded by AFC-41. (See Figure 2)

Figure 2: Overview of Aviation Maintenance Funding Flow



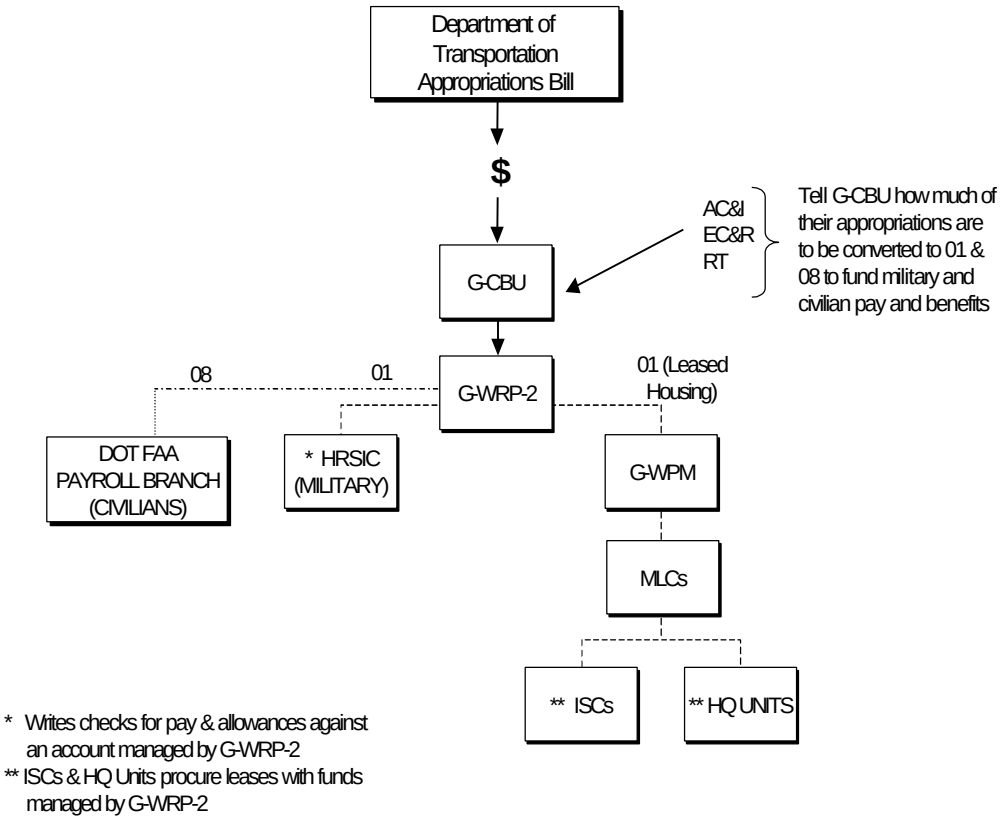
c. AFC-01 – Military Pay.

These funds provides compensation, subsistence rations and entitlements for active duty, cadets, and Reserve members undergoing Initial Active Duty Training (IADT). These funds are distributed by Commandant (G-CBU) to Commandant (G-WRP-2). Commandant (G-WRP-2) manages these funds and is disbursed by HRSIC for pay and allowances. Commandant (G-WPM-4) manages and funds the leased housing program through the MLC's, ISC's and Headquarters Units. (See Figure 3)

d. AFC-08 - Civilian Pay.

Provides funding for expenses related to compensation and entitlements for Federal Civilian Employees. This includes civilian employees not otherwise covered by other pay accounts. These funds are distributed by Commandant (G-CBU) to Commandant (G-WRP-2). Commandant (G-WRP-2) manages these funds and is disbursed by the Department of Transportation's Federal Aviation Association Payroll Branch for pay and allowances to civilian personnel. (See Figure 3)

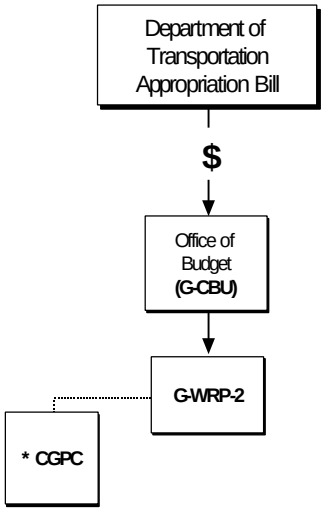
Figure 3: AFC-01& 08 - Military and Civilian Pay



e. AFC-20 – Permanent Change of Station (PCS).

These funds provide travel and transportation expenses incident to PCS orders for military members and dependents. These funds are distributed by Commandant (G-CBU) to Commandant (G-WRP-2). Commandant (G-WRP-2) manages these funds and is dispersed through the Coast Guard Personnel Command (opm/epm) for PCS transfers. (See Figure 4)

Figure 4: AFC 20 - PCS

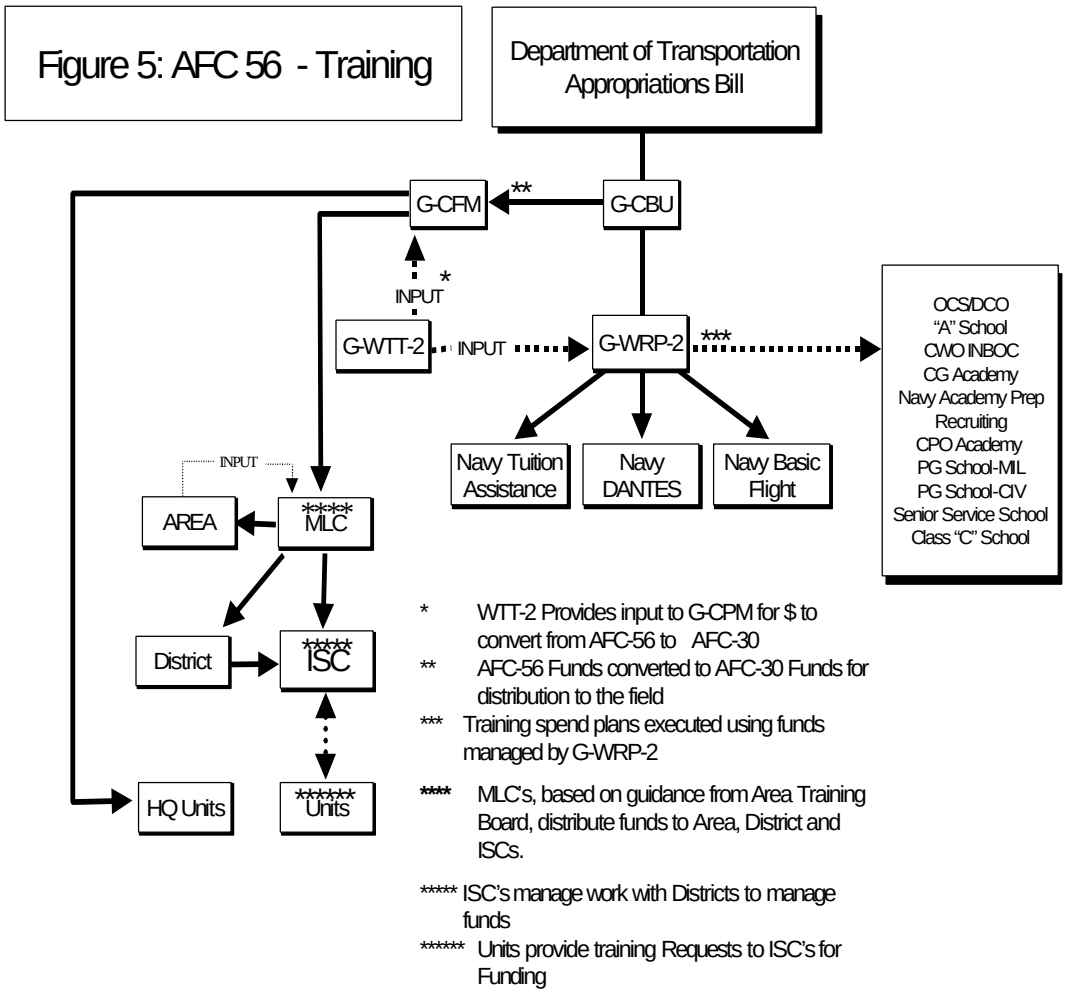


* Writes checks on account managed by G-WRP-2

f. AFC-56 – Training.

These funds pay for formal training performed while on TAD for civilian and military personnel, including Reserve members in the RK, RP and RY programs and Auxiliarists. These funds are distributed by Commandant (G-CBU) to Commandant (G-CFM). Commandant (G-CFM), with input from Commandant (G-WTT-2), converts AFC-56 funds to AFC-30T funds and distributes them to the MLC's, District's and Headquarters Units. Commandant (G-WTT-2) serves as the program manager for AFC-56 and provides program guidance on the validity of the request, and how to best spend AFC-56 funds. MLC's, based on guidance from Area Training Board, makes the distribution to the Area, District and MLC. ISCs work with the Districts to maintain funds. Commandant (G-WRP-2), with input from Commandant (G-WTT-2), manages the AFC-56 funds that support the following training: OCS/DCO, "A" Schools, CWO Indoctrination, Coast Guard Academy, Naval Academy Prep, Recruiting,

CPO Academy, PG School – Military; PG School – Civilian, Senior Service School, Basic Flight, DANTES, Tuition Assistance programs and Class "C" Schools. Class "C" School Funding Process, COMDTINST 7302.2 (series) provides overall guidance on AFC-56 funding process. ATC Mobile provides Standardization Teams to provide exportable training for the HU-25, HH-65 and HH-60 aircraft and ensures Coast Guard Air Stations and flight deck equipped Coast Guard cutters are mission ready. (See Figure 5)

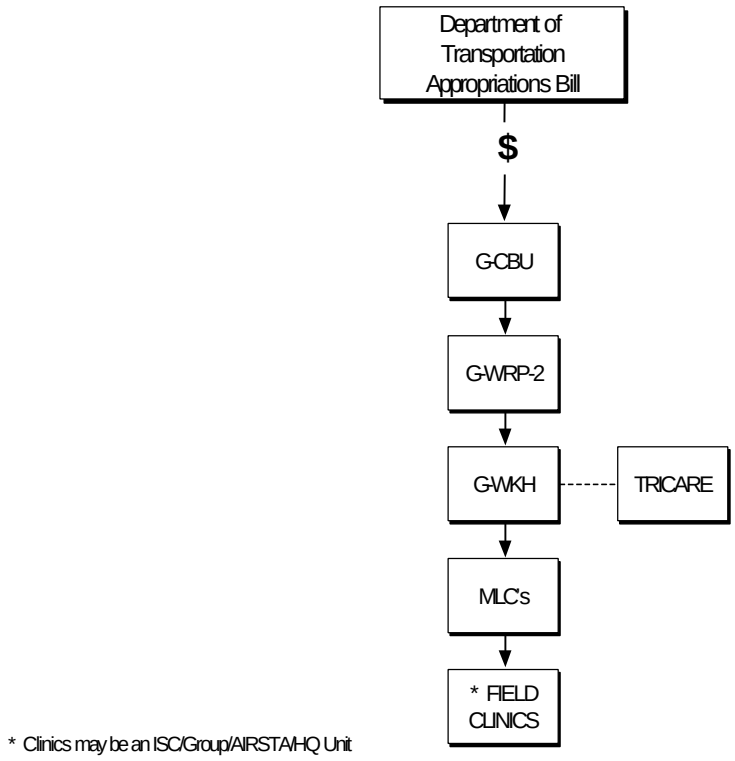


g. AFC-57 – Medical.

They fund general expenses to support health care of military members and their dependents. They are distributed from Commandant (G-CBU) to Commandant (G-WRP-2). Commandant (G-WRP-2) provides funds to Commandant (G-WKH), where TRICARE is managed and funded.

Commandant (G-WKH) distributes these funds to the MLC's for further distribution to clinics in the field. (See Figure 6)

Figure 6: AFC 57 - Medical



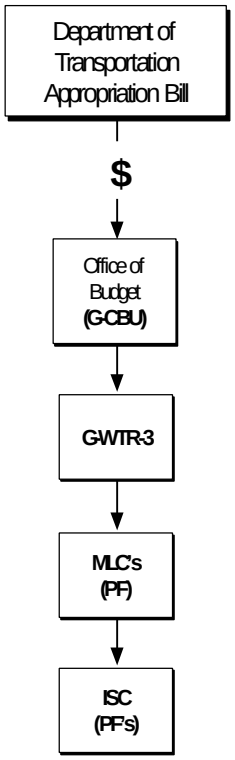
h. AFC-90 – Reserve Training Program Expense

These funds are use to support Initial training for RKII trainees; continuing training, including ADT, inactive duty drill pay, special active duty for training (SADT), appropriate duty training, Maritime Academy Reserve Training (MARTP) trainees, administrative costs in direct support of the Reserve Program, Reserve training equipment; and drill program support. The funds are distributed from Commandant (G-CBU) to Commandant (G-WTR-3). Commandant (G-WTR-3) then disperses these funds to the MLC's Reserve program managers. The MLC's manage the funds distributed to the ISC's in support of the Reserve programs.

The Reserve Personnel Allowance List (RPAL) was officially developed in 1997 and reflected the priorities set by unit commanders. The current

RPAL represents the highest priority billets given the Cost Guard's current array of missions and emphasis on those missions. Reservist's are assigned to billets by Assignment Officers (AO) located in the ISC and/or District Offices. The general principle guiding assignments is to make the best match possible of available members to RPAL billets within the AO's area of responsibility. (See Figure 7)

Figure 7: AFC 90 - Reserve Training Program Expense



E. PERSONNEL AND TRAINING

1. Personnel

The Coast Guard Personnel Command has detailers that deal exclusively with aviation billets (officer and enlisted billets that involve flight operations). When available, only designated aeronautical engineers are assigned to Aviation Engineering Officer billets at Air Stations. Billets at ARSC and

Commandant (G-SEA) will be filled with Coast Guard aviators meeting the prescribed qualifications for the job. Enlisted personnel are assigned by rating and aircraft qualifications.

Support billets (officer and enlisted billets that do not involve flight operations) are assigned based upon ratings and qualifications.

Career planning information containing the necessary education and experience at each pay grade for various occupational fields is available in *The Coast Guard Officer Career Development Guidebook*. The Guidebook is available on the web at http://www.uscg.mil/hq/g-w/g-wt/ocgb/index.htm.

Appropriated funded civilian positions are filled through processes administered by Coast Guard Personnel Command.

2. Training

Aviation enlisted personnel receive apprentice training in aircraft maintenance at ATTC Elizabeth City, NC. Pilots receive their designations as naval aviators from Naval Air Station Pensacola, FL. After flight training, they are designated in Coast Guard aircraft by attending helicopter or HU-25 training at ATC Mobile, AL, or C-130 training at Little Rock Air Force Base, AR. Aeronautical Engineering Officer trainees are selected annually and receive a one year apprentice program of in-house and non-resident training.

In addition there are aircraft maintenance mock-ups at Elizabeth City, NC and a flight simulator at the Aviation Training Center in Mobile, AL. The Aviation Training Center also promulgates standardized flight procedures for all but C-130 aviators. It evaluates adherence to these procedures through annual Standardization Program Visits to all operational units. These same functions for the C-130 community are performed by the C-130 Standardization Team located at Air Station Elizabeth City, NC. These visits also examine the station's training program, ensure desired skills and standards are taught by designated instructors, review aviator proficiency under actual conditions, and provide refresher training opportunities. Other aviation training programs that support standardization include one-week annual proficiency checks of all operational pilots using visual flight simulators, Night Vision Goggle (NVG) training, and Cockpit Resource Management training.

F. MAINTENANCE PROGRAM

A maintenance program is established as directed by policy, primarily by the Aeronautical Engineering Maintenance Manual, COMDTINST M13020.1 (series). The primary goal for aircraft maintenance is to provide safe aircraft that satisfy operational requirements. The key objective of this program is to ensure

that assigned aircraft and aviation material are safe and operable, and properly configured to meet mission requirements.

1. Levels of Maintenance

   The maintenance program involves an adaptation of three levels of maintenance capabilities to a two level system. In general terms, these levels are defined as:

   a. Organizational or Unit-level Maintenance:

      1) Includes periodic inspections and minor repairs.

      2) Can be accomplished with standard tools and within the technical skills available.

      3) Accomplished at unit level (station crews).

      4) Can be planned/preventive in nature or unplanned/corrective.

      Class D-level maintenance (Shop Maintenance)

      5) All units have this capability.

      6) Consists of routine day-to-day upkeep.

      7) Includes maintenance requiring only portable hand or machine tools semi-portable or bench-mounted equipment.

      8) Accomplished at unit level (station crews).

      Class C-level maintenance (Component Repairs)

      Items repaired by C-level maintenance are removed from locally operating aircraft or equipment and, due to the nature of the discrepancies involved, are usually replaced by serviceable items drawn from stock.

      9) All Air Stations have in-house capabilities for avionics equipment.

      10) Devoted to the repair (not overhaul), test, and return to Ready For Issue (RFI) status of unserviceable aeronautical components and equipment.

   b. Depot Level Maintenance

      1) Requires expertise that does not exist with an air station crew.

      2) Accomplished at depot-level maintenance facilities.

3) Includes major repairs, modifications, overhauls, related activities and some Class C level component repairs.

4) Managed by ARSC.

2. Types of Maintenance

Maintenance for aircraft is separated into three types, planned, corrective, and condition-based.

a. Planned Maintenance

1) Accomplished on a scheduled basis to preempt failure based on time-in-service.

2) Also termed preventive maintenance.

3) Formally documented in the Aviation Computerized Maintenance System (ACMS). The purpose of ACMS is three-fold:

a) Provide uniform procedures for each maintenance item;

b) Correlate maintenance actions to available resource levels; and

c) Streamline and coordinate the schedule of work.

4) All planned maintenance for avionics equipment and systems is performed in accordance with ACMS and applicable maintenance directives. Records of all maintenance performed are maintained in ACMS.

b. Corrective Maintenance

1) Accomplished as a direct result of the failure of a specific component, system, or subsystem

2) Repairs a casualty that has already occurred.

3) Encompasses corrective actions

a) Initiated by inspections (either routine or special) or observations

b) Caused by failure due to:

1. Normal wear and tear.

2. Accidents.

3. Storms and unusual nature-driven incidents.

4. Willful damage (on rare occasions).

c. Condition-based Maintenance

1) Usually initiated based on conditions reported in both scheduled and unscheduled inspections or observations.

2) Specific renewals are dictated by the conditions found and the capabilities and resources required restoring the affected components.

3. Repair/Inspection Cycles

Major corrective repairs, platform upgrading and preventive work are accomplished during Programmed Depot Maintenance (PDM). The purpose of the PDM program is three-fold:

a. To provide periodic inspection of areas of an aircraft which are not accessible without extensive disassembly.

b. To perform heavy maintenance which is beyond the capability of operating units.

c. To incorporate changes and modifications which are too extensive or time consuming to perform at the operating unit level.

PDMs are conducted at either ARSC, a DoD overhaul facility, or in a commercial contractor facility. Routine cycles for aircraft PDM are listed in Table 2-4. PDMs for HU25, HH65, and HH60 aircraft are conducted at ARSC. C-130 PDM is contracted to the Air Force. Routine cycles for aircraft PDM are listed in Table 4.

Table 4. Aircraft PDM Cycle

Aircraft Designation	Scheduled PDM Cycle (Months)
HH-65 Dolphin	48
HH-60J Jayhawk	48
HC-130H Hercules	48
HU-25 Guardian	48
VC-4A/, VC-20	36

Final determinations about overhaul or repair of components returned from field units are a responsibility of the ARSC.

G. INFORMATION TECHNOLOGY SYSTEMS

1. Aviation Specific Information Systems

a. Aviation Computerized Maintenance System (ACMS)

1) Provides for aircraft configuration management, maintenance planning and execution, reliability centered maintenance. Supports day to day aircraft maintenance activities at the air stations.

2) Used by ARSC and all Coast Guard Air Stations.

3) Provides data on aeronautical engineering output measures.

b. Aviation Maintenance Management Information System (AMMIS)

1) Provides requisitioning, wholesale and retail inventory management, procurement, fiscal accounting, disbursing, warehousing, shipping, receiving, aircraft flight and operations tracking, pilot and aircrew training and qualification tracking, and flight pay reporting.

2) Provides Total Asset Visibility (TAV) through an integrated relational database that shows the location of all Coast Guard owned aviation spare parts at ARSC and the various air stations.

3) Used by ARSC, Districts, Areas, and all Coast Guard Air Stations.

c. Aviation Logistics Management Information System (ALMIS)

Consolidates ACMS and AMMIS into a single system while retaining the current capabilities of each system. Will line configuration and maintenance (ACMS) with supply and procurement (AMMIS) to provide managers with accessible tools to improve logistics management. It will eliminate data entry redundancies and be modular and scalable. It will interface with other systems such as LUFS-NT and AOPS.

d. Aviation Technical Information Management System (ATIMS)

1) Currently in development, the ATIMS project is converting CG aircraft technical paper manuals to electronic format. All Commandant (G-SEA) cognizant publications will be translated to a Standardized General Markup Language (SGML) that complies with existing Continuous Acquisition and Life-Cycle Support (CALS) DoD specifications for Interactive Electronic Technical Manuals (IETMS).

2) To be used by Coast Guard aviation units and ARSC.

2. Information Systems Not Specific to Aviation

   a. Accountable Item Management (AIM) System

      1) Provides physical inventory data of Electronics and General Purpose (GP) Property, as specified in the Property Management Manual (COMDTINST M4500.5 (series)) by maintaining Electronic Inventory Records (EIR) and GP property for those Coast Guard units which have not converted to Standard Workstation III (SWIII), Oracle Fixed Assets Module (FAM), and Configuration Management System (CMplus NT).

      2) Supports accountability, physical inventory, and financial reporting activities required by Coast Guard and other agency directives.

      3) Used by those units, which have not converted to SWIII, Oracle (FAM), and CMplus NT.

      4) AIM is being phased out and replaced by Oracle (FAM). Oracle (FAM) will be the sole entry point for vehicles, aircraft, GP property, boats, capitalized government furnished equipment. Units will be required to enter the capitalized Electronics Test Equipment and capitalized Electronic Stand Alone Equipment into Oracle (FAM), as well.

   b. Automated Requisition Management System (ARMS)

      1) Processes requisitions for all Federal Supply System transactions.

      2) Used by various Coast Guard units.

   c. Large Unit Financial System (LUFS-NT)

      1) Provides financial accounting for procurement and other financial transactions at large units, groups, districts, headquarters units, Areas and Headquarters.

      2) Regularly serves as the tool to develop procurement actions and to report, commit, and obligate funds.

      3) Transmits financial data to the Coast Guard Finance Center (FINCEN) to update the Departmental Accounting and Financial Information Systems (DAFIS) and automates the reconciliation of DAFIS balances with local ledger accounts maintained in LUFS.

      4) Interfaces with other Coast Guard systems acting as their financial management and transmission vehicle.

d. Abstract of Operations (Aops)

1) Reports cutter, boat and aircraft resource employment hours on a continuous basis. Generates information used by Headquarters program, facility, and support managers for planning, budgeting, and responding to Congressional and audit inquiries concerning operational statistics for aircraft, boats, cutters, boats assigned to cutters, and Aids-to-Navigation barges.

2) Used by all operational units, groups, districts, areas and HQ.

e. ORACLE Financials

ORACLE Financials is a commercial off-the-shelf financial software package to improve asset, project, inventory, and financial management in response to requirements of the Chief Financial Officers Act of 1990. ORACLE Financials is one of only four Joint Financial Management Improvement Program (JFMIP) approved financial software applications allowed for use by the federal government. ORACLE Financial packages several applications into a tightly integrated financial information system. The core piece of the software suite is the ORACLE General Ledger application. Additional applications include ORACLE Purchasing, Payables, Fixed Assets, Project Accounting, Inventory, and Accounts Receivable. The entire application suite resides on an ORACLE Database in a HP Operating System environment. The current version is client-server that is being upgraded to a web-based version.

1) Integrated Financial and Asset Management System (IFAMS)

The development of an IFAMS addresses the asset management and project accounting based discrepancies noted in the DOT IG audit of the CFO Act required financial statements. IFAMS has been developed by integrating the capabilities of the ORACLE Financials General Ledger (with Federal Overlay), Fixed Assets, and Project Accounting modules with custom developed code which implements gaps and interfaces to Coast Guard and DOT legacy systems. The Coast Guard successfully migrated asset management data from a number of government legacy systems into a centralized fixed asset and general ledger database replacing several asset management systems with one system.

2) ORACLE Financials Inventory System (OFIS)

   The Coast Guard is implementing OFIS for use at Coast Guard industrial facilities. OFIS replaces the legacy Industrial Management Information System (IMIS) and is tightly integrated with the other ORACLE Financial applications.

3) Source Data Automation II (SDAII)

   a) Collects data on events that change a military member's pay.

   b) Transmits the data to HRSIC for processing.

   c) Runs on SWSII.

   d) Will be replaced by the Coast Guard Human Resource Management System (CGHRMS). CGHRMS is commercial off-the-shelf software, and it will incorporate PMIS/JUMPS II as its pay module. PMIS/JUMPS II will replace the functions currently performed by SDAII.

   e) Used by HRSIC and PERSRUs.

4) Coast Guard Human Resource Management System (CGHRMS)

   a) Commercial off-the-shelf human resource management software.

   b) Replaces SDAII, PMIS, and the Personnel Decision Systems (PDS).

5) Personnel Decision System (PDS)

   Used by CGPC Assignment Officers to track the location and assignment of all military personnel.

6) Defense Enrollment Eligibility Reporting System (DEERS)

   a) Collects information used to approve military benefits (e.g., medical care, exchange, commissary, and entitlement to MWR programs).

   b) Used by all ID Card Issuing Activities and medical clinics.

7) Medical (K) Resources Information Systems (KRIS)

   a) Collects an array of medical cost information and personnel data that is accessible by applications or subsystems.

b) The three subsystems in KRIS are Cost Data (CHAMPUS, NIPS, CLAMS, Clinic Descriptions); Population Data (DEERS, DMIS, PASL); and, Case Tracking (CURTS, Third Party Claims).

8) Non-Federal Processing System (NIPS)

a) Collects cost data for medical care provided to Coast Guard personnel or their dependents by non-Coast Guard providers.

b) NIPS have a bill paying capability for medical services rendered.

c) NIPS gather data and create a file for the Coast Guard Finance Center who in turn pays the bill to the civilian doctor.

9) Clinic Automated Management System (CLAMS)

a) CLAMS tracks items such as patient visit information, medical and dental histories for Coast Guard personnel, retirees, and authorized dependents.

b) CLAMS is used as a management tool for Coast Guard clinics by maintaining database records of patient information, generating letters to patients providing test/exam results and provides an automated tickler file notification for health services requirements.

10) Composite Health Care System (CHCS)

The CHCS platform is a Department of Defense program that allows Coast Guard clinics to refer active duty patients to medical treatment facilities (MTF).

11) KG-ADS

a) KG-ADS is being put in place to replace the CLAMS system.

b) Captures outpatient encounter and workload data.

c) KG-ADS software resides with the host CHCS and bridges the gap between CHCS and CHCSII.

3. PERFORMANCE MEASURES

Performance measures are key management tools used routinely throughout the aviation maintenance program. These Measures of Effectiveness (MOEs) and efficiencies are built upon individual data points provided for each aircraft daily by its assigned air station in the Aircraft Statistics Report (ASR). These data points are entered into the ACMS, and, on a semi-annual basis, an MOE

Report is published and reviewed by all senior managers within Commandant (G-SEA) and ARSC. This performance monitoring system is illustrated in Figure 8.

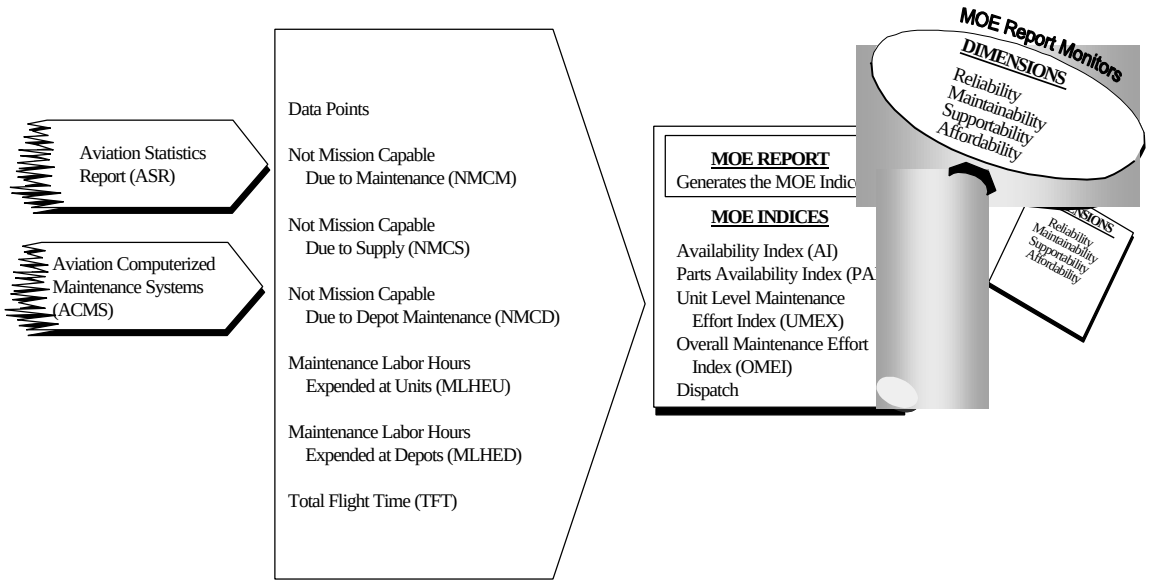
a. The aviation community monitors the four areas identified in the arrow titled "Dimension".

b. Data is collected on six specific measures related to these four areas. The six specific measures are identified in the arrow titled "Data Points". Measurement data is collected from the ASR and ACMS.

c. The six measures are then blended into four indices shown in the arrow titled "MOE Indices" to produce the MOE Report.

In addition, unit Aeronautical Engineering Officers monitor and measure the effectiveness of their maintenance efforts based on input into the ASR and local measures.

Figure 8: Aviation Measures of Effectiveness (MOEs) and Efficiency Monitors



1. BOATS

The Coast Guard operates about 1500 boats. They range from 64-foot Aids to Navigation buoy boats to 10-foot jonboats.

A. PLATFORMS

The boat fleet is separated into two subcategories, standard and nonstandard boats. These categories are based on the operational expectations for these boats, and to facilitate the roles and responsibilities involved with supporting them.

1. Standard Boats

   Coast Guard standard boats provide durable, long-term operating platforms for shore stations and cutters. The Coast Guard presently maintains nine individual standard boat classes comprising about one third of the total boat fleet. These boat classes are listed in Table 1.

Table 1- Coast Guard Standard Boats

Boat Designation	Boat Description	Total Population
55-foot ANB	Aids-to-Navigation Boat	25
CB-L	Cutter Boat Large	75
CB-M	Cutter Boat Medium	86
CB-S	Cutter Boat Small	40
26-foot MSB/MCB	Mark V Motor Surfboat and Cargo Boat	48
47-foot MLB	Motor Lifeboat	23
44-foot MLB	Motor Lifeboat	58
49-foot BUSL	Stern Loading Buoy Boat	19
25-foot TPSB	Trailerable Port Security Boat	44
41-foot UTB	Utility Boat	180
38-foot DPB	Deployable Patrol Boat	6
Total Standard Boats		590

Source: 1997 OPFAC Database.

Standard boats have the following characteristics:

a. They are procured to satisfy a long-term need for an adequate and substantial platform.

b. They have a planned 20-year service life.

c. They are generally acquired through large-scale formal procurement processes directed by Coast Guard Headquarters.

d. Each boat class is supported by an organic logistics infrastructure, which provides technical guidance, parts support, configuration management, and technical, logistics, and information systems.

e. Their configuration is strictly managed through the boat alteration process (BOATALT).

f. These boats satisfy multi-mission needs.

2. Non-Standard Boats

Non-standard boats provide a large portion of boats necessary to satisfy District and local mission requirements, (e.g., high speed or shallow draft). The number of nonstandard boats is growing, and they currently account for almost two-thirds of the total 1,529 boats. Non-standard boats currently in use throughout the Coast Guard are reported in Table 2.

Table 2- Coast Guard Non-Standard Boats

Boat Designation	Boat Description	Total Population
Barges	Various barges	37
MLB	52-foot Motor Lifeboat	4
PWB	Ports and Waterways Boats	33
RIBM	Rigid Hull Inflatable Boat Medium	191
SB	Special Boats	107
TANB	Trailerable Aids-to-Navigation Boat	80
UTL	Utility Boat Small	110
WP	Work Punts	142
Others	Various boat classes	235
Total Non-Standard Boats		939

Source: 1997 OPFAC Database.

Non-standard boats have the following characteristics:

a. They are procured using AFC-30 funds to satisfy the needs for service lives of 10 or fewer years. They have a planned 5-year service life.

b. They are typically purchased at the District level from existing recreational/commercial boat manufacturer product lines and provide a capable, short term operating platform.

c. They are not supported directly by the Coast Guard's organic logistics infrastructure. Instead, they are maintained and replaced by recurring boat operational and replacement funds (AFC-30).

The present population of boats by Area command is shown in Table 3. This distribution also gives an indication of the maintenance workload within these Areas.

Table 3- Distribution of Coast Guard Boats by Area

Area Command	Standard Boats	Non-Standard Boats
LANTAREA	437	783
PACAREA	153	156
Total	590	939

B. POLICIES

The primary policy documents that specifically address boat management issues for the Coast Guard are:

1. Boat Management Manual, COMDTINST M16114.4 (series). This Manual sets the requirements for the management of boat resources. Reserve boats are excluded from this policy.

2. Naval Engineering Manual, COMDTINST M9000.6 (series). This Manual provides naval engineering policy and guidance for cutter and boat maintenance.

Other applicable policy documents are listed in Enclosure (8). To supplement these documents, there are regionally developed documented policies, practices and procedures used for various purposes within the support system for boat management.

C. SUPPORT ROLES, RESPONSIBILITIES AND ORGANIZATIONS

Figure 1 displays the key players and partners in the life cycle of a standard boat throughout the Coast Guard and Figure 2 shows the same for non-standard boats.

Figure 1: Standard Boat Life Cycle Roles

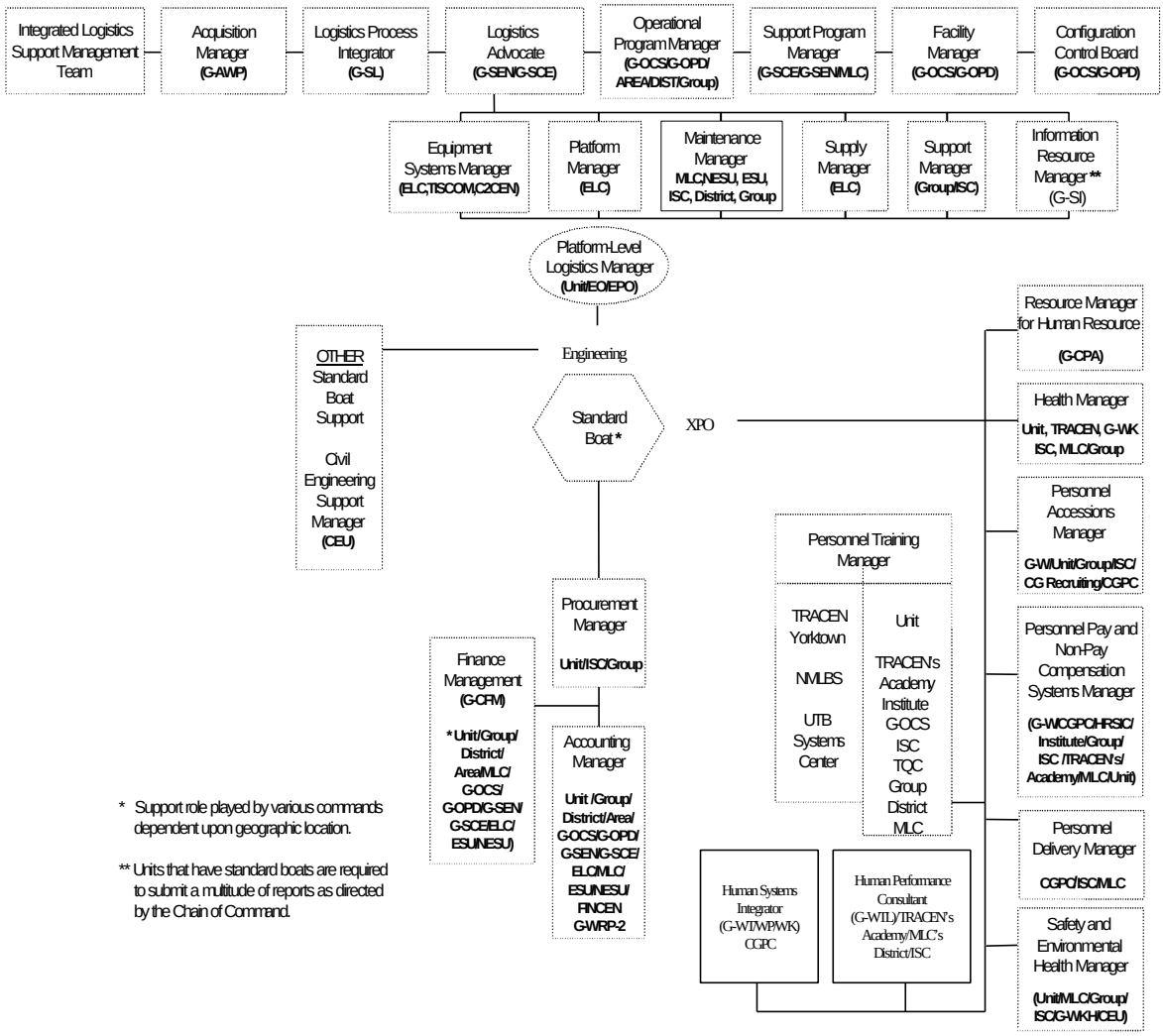
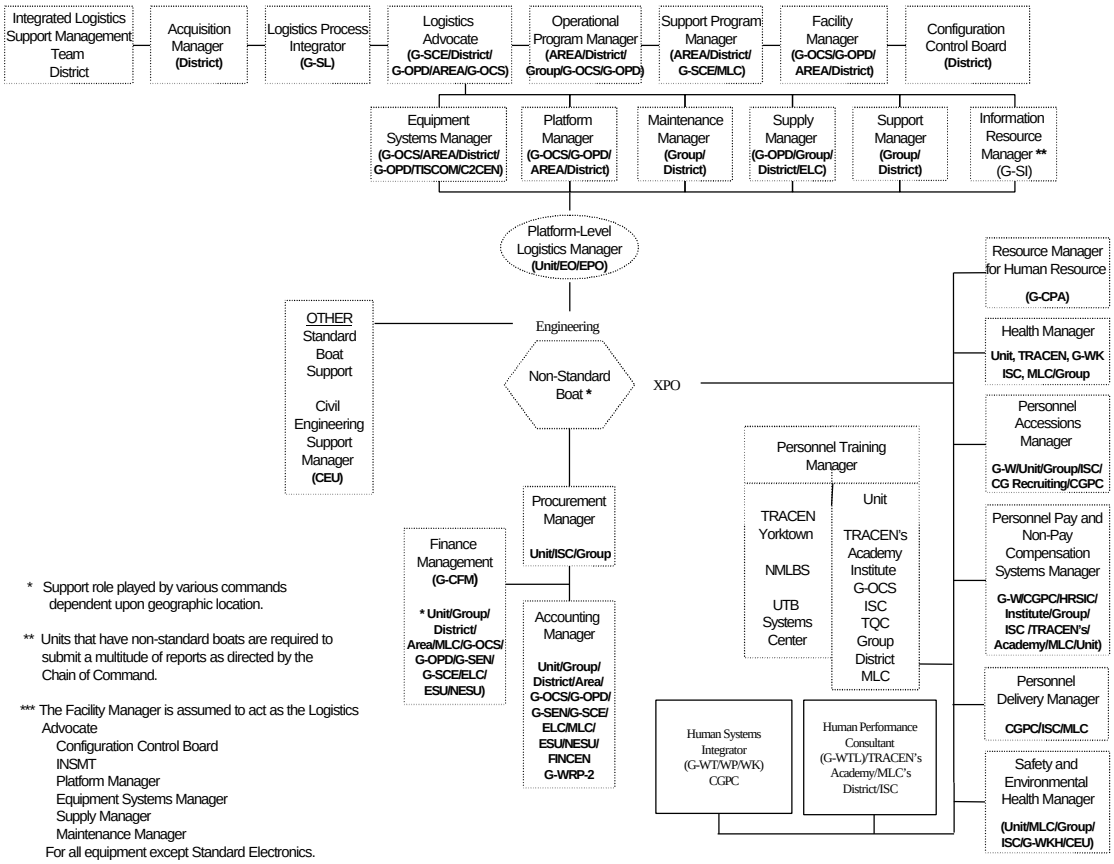


Figure 2: Non-Standard Boat Life Cycle Roles



1. The key participants in boat logistics are:

   a. Units that operate and maintain small boats.

   b. Groups and Activities provide local management oversight.

   c. ESU's and NESU's provide electronic and naval engineering support.

   d. ELC provides engineering and supply support for hulls and engines, and supply support for boat electronics.

   e. National Motor LifeBoat School, Ilwaco, WA, Utility Boat Systems Center, Yorktown, VA and Training Center Yorktown, VA provide small boat training.

f. Port Security Unit (PSU) training is located at Camp LeJeune, NC and is a TRACEN Yorktown detachment.

g. Headquarters, Area, Districts and MLCs for operational and programmatic policy, boat management and technical expertise, and distribution of funds.

h. CGPC for assignment of personnel.

2. A short description of each Office/Unit heavily involved in boat support follows.

a. Field Units

Stations, ANTs, and cutters that operate and maintain small boats are the front line service providers to the public. They are responsible for organization or unit-level boat maintenance, unit training and qualification of small boat crew.

A unit's Engineering Petty Officer (EPO) or Engineering Officer (EO) is a key person in the conduct of boat maintenance. EPO's are working supervisors responsible for the maintenance of boats and facilities assigned to individual stations. Their primary duties involve planning and conducting preventive and corrective maintenance on the station's boats and facilities, supervising maintenance subordinates, and placing requests for materials, equipment, assistance and services when necessary to complete the required maintenance actions. An EO is generally responsible for planning and managing cutter small boat maintenance. A unit Executive Petty Officer (XPO) or Executive Officer (XO) is responsible for the unit level administrative support (e.g., personnel, training, financial management and procurement).

b. Port Security Units (PSUs)

PSUs are small, readily deployable self-sufficient Coast Guard Reserve units that provide port security and harbor defense.

The Facility Manager in Headquarters for PSUs is the Office of Defense Operations, Commandant (G-OPD). This Office exercises program responsibilities for these new units, and serves as Chairman to the Configuration Control Board for the new PSU standard boats.

c. Groups, Activities and Sections

Groups, Activities and Sections provide local management oversight and specialized expertise to a geographic collection of cutters; boat stations and aids to navigation units or teams (ANTs). Responsibilities include

managing the operation and maintenance of boats, cutters and shore facilities. Each group/activities/section command is provided the facilities necessary to support intermediate levels of maintenance. They also provide guidance in personnel administration, finance, procurement, supply, Reserve management, safety and environmental health, and administration and delivery of non-pay compensation programs. Some group/activities/sections can provide medical, PERSRU, housing and industrial support (depot level maintenance).

Regional variations occur at Group boat support staffing. For example, Group Woods Hole has a mix of Machinery Mates Technicians (MKs), Electrician's Mates (EMs) and Damage Controlman (DCs) while Group Key West has no boat support staff.

Group engineers work closely with the group operations staffs. Both are in close communications with their units: Engineers with CASREPs and maintenance; Operations with operations planning and implementation executing.

d. Electronics Systems Support Unit (ESU)/Electronics Systems Support Detachment (ESD)

ESU/ESD's provide Organizational, Intermediate and Depot level electronic system support to all units. They provide organizational support to Groups, Stations and boats due to these units no longer having technical personnel. They are strategically located to provide quick response to technical problems or assistance requests. The ESU's are managed and supported by the MLC and provide oversight for the ESDs in their area.

e. Naval Engineering Support Unit (NESU)

In some geographic locations, NESU's manage depot level maintenance for small boat hulls and machinery. NESU Boston manages depot level boat maintenance support in conjunction with a Streamlining pilot effort at ISC Boston. NESU Portsmouth manages depot level boat maintenance in the Streamlining prototype effort at ISC Portsmouth. NESUs in MLCPAC do not provide maintenance support for boats as a normal routine. There are nine NESU's throughout the Coast Guard. They are:

Naval Engineering Support Units	
Atlantic	Pacific
NESU Boston, MA	NESU Alameda, CA
NESU Portsmouth, VA	NESU Seattle, WA
NESU Miami, FL	NESU Honolulu, HI
NESU New Orleans, LA	
NESU St. Louis, MO	
NESU Cleveland, OH	

f. Engineering Logistics Center (ELC)

The ELC reports to the Coast Guard's Assistant Commandant for Systems, Commandant (G-S) through Commandant (G-SEN). The ELC is the Platform Manager for standard boats, and is responsible for engineering, maintenance, and disposal support. The ELC manages standard boat parts allowances for Hull Mechanical and Electrical (HM&E), and electronic equipment in the Management Information for Combined Allowance (MICA).

g. National Motor Life Boat School (NMLBS) and the Utility Boat Systems Center

Commandant (G-OCS) sponsors two centers of excellence for boat operations. These centers of excellence conduct training and standardization programs for the small boat community.

The National Motor LifeBoat School, located at Coast Guard Station Cape Disappointment, Ilwaco, WA serves as the center of excellence for the 44-foot and 47-foot MLB.

The Utility Boat Systems Center, located at Training Center Yorktown, VA, serves as the center for excellence for the 41-foot UTB and is the site of the BM "A" school.

h. District Offices

The key position for boat management in a District office is the District Boat Manager (DBM).

The duties of the DBM vary by District. DBM's manage the distribution of standard and non-standard boats within their AOR, distribute AFC30 boat maintenance and outfitting funds, serve as facility manager for the District's non-standard boats, and often coordinate logistics support for their boats.

i. Maintenance and Logistics Commands (MLCs)

High level logistics support management, technical and administrative support, and maintenance planning resources are organized into two Maintenance and Logistics Commands (MLCs) to support operations; one for operations in the Atlantic Ocean, the Gulf Coast and Great Lakes (MLCLANT), and one for the Pacific Ocean (MLCPAC). MLC's provide depot level boat maintenance.

The MLC's provide direct program oversight to support units (e.g., CEU, ESU, NESU, ISC, etc.) to meet small boat mission requirements. MLC's also provide a small amount of services directly to units that operate small boats (e.g. financial management, procurement, health and safety inspection, legal programs and personnel support).

MLCLANT has two Naval Engineering Support Units (NESUs) that actively support boat maintenance. NESU Boston manages depot level boat maintenance support in conjunction with the pilot effort at ISC Boston. NESU Portsmouth manages depot level boat maintenance in the prototype effort at ISC Portsmouth. NESUs in MLCPAC do not provide maintenance support for boats as a normal routine.

j. Area Staffs

The Area staffs (LANTAREA and PACAREA) provide the regional program perspective for the management of boat operations and maintenance. PSU's and large cutters work directly for its respective Area command. The Areas do not promulgate policy specifically addressing boat maintenance processes or requirements.

k. Office of Boat Forces, Commandant (G-OCS)

Commandant (G-OCS) reports to the Commandant (G-C) through the Chief of Operations, Commandant (G-O) and the Director of Operations Capability, Commandant (G-OC). The office is responsible for boat crew professionalism; boat operations issues, the boat replacement program, the boat standardization program, and service life determinations.

Commandant (G-OCS) is the Headquarters Program Manager and Facility Manager for shore activities, which includes group organizations, boat stations, boats, cutter boats, assigned boat maintenance facilities, and associated shore facilities. Commandant (G-OCS) is also responsible to ensure there are small boats that meet the needs of other program and facility managers (Search and Rescue, Aids to Navigation, Law Enforcement, Commandant (G-OCU) etc.). Commandant (G-OCS) is the chairman of the Configuration Control Board for most conventional standard boats. This office is the source of AFC-30 boat management

funds. In addition to communicating directly with Area and District Staffs, Commandant (G-OCS) maintains direct liaison on boat-related issues with the Offices of Naval Engineering, Commandant (G-SEN), Electronics Engineering, Commandant (G-SCE), and the Directorate of Logistics, Commandant (G-SL)

l. Office of Defense Operations, Commandant (G-OPD)

Commandant (G-OPD) is the program manager for the Port Security Units (PSU). This office serves as the facility manager for PSU small boats. PSU small boats are sustained by their parent commands, with minimal assistance from other Coast Guard entities.

3. The following organizations also support boats.

a. Integrated Support Commands (ISCs)

The ISCs' provide a wide range of personnel, financial and procurement, and worklife program services required by operational units in the ISCs' AOR. The following services are provided by some ISC's: PERSRU, health care and depot industrial services.

There are twelve ISCs at the following locations:

υ Ketchikan, AK	υ New Orleans, LA
υ Kodiak, AK	υ Boston, MA
υ Alameda, CA	υ St. Louis, MO
υ San Pedro, CA	υ Cleveland, OH
υ Miami, FL	υ Portsmouth, VA
υ Honolulu, HI	υ Seattle, WA

Of the above, only two are full time participants in boat maintenance; ISC Boston and ISC Portsmouth. These two ISCs function much like groups; they provide local capability when it doesn't exist at a lower level, and the daily activity for boats assigned to local stations mimic that of a typical group.

ISC's Boston, Portsmouth, Miami, New Orleans, St. Louis, San Pedro, Alameda, Honolulu, and Ketchikan have industrial facilities that provide intermediate and depot level maintenance services for small boats.

ISC Ketchikan provides naval engineering and industrial support staff for cutters and boats. Boat maintenance is facilitated by the partnership between the Naval Engineering Branch and the Industrial Branch; both work directly for the Facilities and Industrial Engineering Officer.

b. Civil Engineering Unit (CEU)

CEU provides assistance with shore facilities maintenance. The Facilities Logistics section of this Manual provides an in-depth discussion of facilities management and support.

c. Coast Guard Personnel Command (CGPC)

CGPC provides civilian and military people to Coast Guard units while seeking a balance among service, unit, and members' needs.

d. Training Centers

Training Center Yorktown provides apprentice training for BM and MK skills is also the site of the UTB Systems Center.

TRACEN Petaluma provides apprentice training for the YN, SK, HS, ET, TT, FS, and TC rates.

e. Coast Guard Institute

The Coast Guard Institute provides correspondence courses and distance learning technology to support military and civilian personnel in their professional development.

f. Coast Guard Training Quota Management Center (TQC)

Training Quota Management Center (TQC) acts as order issuing authority for Headquarters program funded Class "C" training, including mandatory pre-arrival training (pipeline) and formal school requirements as outlined in Headquarters Program Managers training plans. Use/maintain Training Management System (TMS) database with respect to all Class "C" courses including: convening dates, quota availability, and entitlement verification. Acts as liaison between Headquarters program managers and DoD quota management centers to obtain quotas in DoD sponsored courses. Assists Commandant (G-WTT) with publication and update of annual COMDTNOTE 1540.

g. Human Resources Services Information Center (HRSIC)

HRSIC gathers, maintains, and manages personnel information on military members only; develops and provides personnel and financial reports and

information for Coast Guard managers and other government agencies; and provides payment and personnel support services.

h. U.S. Coast Guard Academy

Provides training in leadership and quality management to personnel of all pay grades (enlisted and officer personnel).

i. Coast Guard Finance Center (FINCEN)

FINCEN provides accounting and financial information services for the Coast Guard.

j. Office of Naval Engineering, Commandant (G-SEN)

This office is the lead player in the maintenance of standard boats. Responsibilities include the development and distribution of Boat Alterations (BoatAlts) and preventive maintenance system (PMS), maintenance of master drawings, and support for the STANTEAMs. Commandant (G-SEN) is the source of AFC-45 funds for casualty support (casualties caused by fire, flooding, collision, and grounding).

k. Office of Electronics Systems, Commandant (G-SCE)

Through policy and resource distribution, Commandant (G-SCE) oversees the configuration management and maintenance of electronics equipment installed on Coast Guard boats.

l. Office of Chief Financial Management Division, Commandant (G-CFM-2)

Commandant (G-CFM-2) manages the annual operating and maintenance funds (AFC-30) allotment process including administering Area, MLC, District and training center budget models. It develops, maintains and evaluates broad policy and guidance related to financial management, operations, personnel and training.

Commandant (G-CMF-3) manages the following programs: Personal property; travel card; Operating materials and supplies; mass transit; and Chief Financial Officer (CFO) Act Requirements.

m. Director of Health and Safety, Commandant (G-WK)

Commandant (G-WK) ensures that quality and timely health care is provided to Coast Guard beneficiaries; provides “on scene” medical support for operational missions; and provides protection to the workforce from safety hazards and terrorist threats.

n. Director of Personnel Management, Commandant (G-WP)

Commandant (G-WP) develops and maintains personnel systems and support programs which promote the effective use of military and civilian human resources; recruiting and hiring service members and employees; manages all aspects of career transition for Coast Guard employees; and provides compensation and benefit programs. Commandant (G-WPM) is the program manager for the Coast Guard Personnel Command and Recruiting Center.

o. Director of Reserve and Training, Commandant (G-WT)

Commandant (G-WT) is the facility manager for assigned Headquarters' training units. It develops the advanced training portion of the annual training plan for all Coast Guard short-term training. Commandant (G-WT) also oversees the Reserve Personnel Management program. Commandant (G-WT) is the AFC-56 (training) account program manager.

p. Office of Programs, Commandant (G-CPA)

Commandant (G-CPA) approves requests to change unit allowances for military billets and civilian positions.

4. Other Support Sources

a. Other Government Sources

The Coast Guard depends on resources from other government agencies when they are available and when the organic infrastructure cannot provide the needed capability. These resources include Navy shipyards, Navy shore intermediate maintenance activities (SIMAs), and government arsenals and ordnance depots.

b. Commercial Sources

Commercial contractors routinely provide intermediate and depot maintenance for the boat community (except in the Fifth and Seventeenth Districts). Commercial sources represent medium and small boat yards, service centers, and marinas that may not have haul-out capabilities. The mechanisms to acquire these services range from credit cards to formal contracts.

D. FUNDING

1. There are two types of funding involved with the small boat fleet:

a. Acquisition, Construction, and Improvement (AC&I) funds are used to obtain new assets and to incorporate major improvements into current

assets. These funds are managed as a single program and can only be used for the stated acquisition.

Standard boats, with an expected service life of 20 years, are generally replaced by class as a whole. AC&I program guidelines govern funding for these major acquisitions. Annual funding levels vary depending on the stage of maturity of each specific request and the production schedules of existing contracts.

Nonstandard boats are procured with the goal of remaining in service for ten or fewer years. Hull condition and remaining service life generally determine replacement criteria.

b. OE funds are used to operate and maintain small boats. Non-standard boats are generally procured with OE funds. There are three Allotment Fund Codes (AFC) used to support the boat fleet: AFC-30, AFC-42, and AFC-45.

Commandant (G-OCS) constructs Standard Support Levels (SSL) for each standard and non-standard small boat class. Commandant (G-CFM) uses the SSL's to construct the budget models that distribute AFC-30 money throughout the Coast Guard.

2. OE Funding Description

a. AFC-30 – Operating and Maintenance.

They fund the daily operation and maintenance of Coast Guard small boats. They fund unit, intermediate, and depot level maintenance. They also fund the procurement of non-standard boats. All funds for procurement of non-standard boats are distributed non-recurring by Commandant (G-OCS) each fiscal year. As the funds are distributed through the chain of command, a portion is often retained at organizational levels higher than the individual unit to provide a centrally managed resource for unexpected requirements

The AFC-30 standard support levels are developed through teaming between the Office of Naval Engineering, Commandant (G-SEN) and operational managers. Commandant (G-SEN) develops the initial maintenance requirements and costs. The standard support level is then derived from this information. Feedback from the first operational units is used to validate the initial allocation and provide the foundation for any subsequent changes. (See Figure 3)

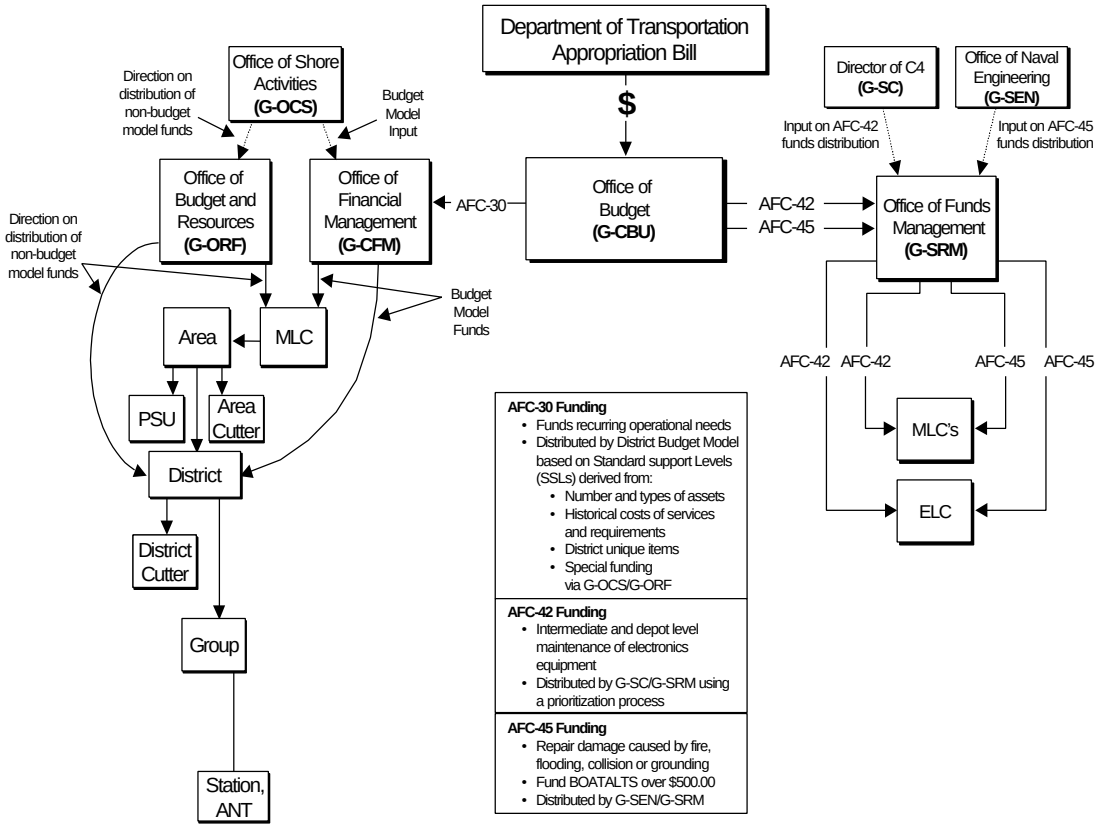
b. AFC-42 – Telecommunications.

They fund intermediate and depot level maintenance of electronics equipment. The Director of C4 uses a prioritization process to distribute these funds to MLCs. MLCs in turn use this money to fund boat maintenance. (See Figure 3)

c. AFC-45 – Naval Engineering.

These funds are only used for BoatAlt's over $500 and restoration and repair of standard support level boats damaged by fire, flooding, collision, or grounding. These funds are distributed by Commandant (G-S) to the MLCs. BoatAlt's less than $500 per boat is funded by the unit. If the cost per boat is greater than $500, then the funding is provided by Commandant (G-SEN) as part of the AFC-45 Planned Obligation Program (POP) process. (See Figure 3)

Figure 3: Overview of Boat Maintenance Funding Flow



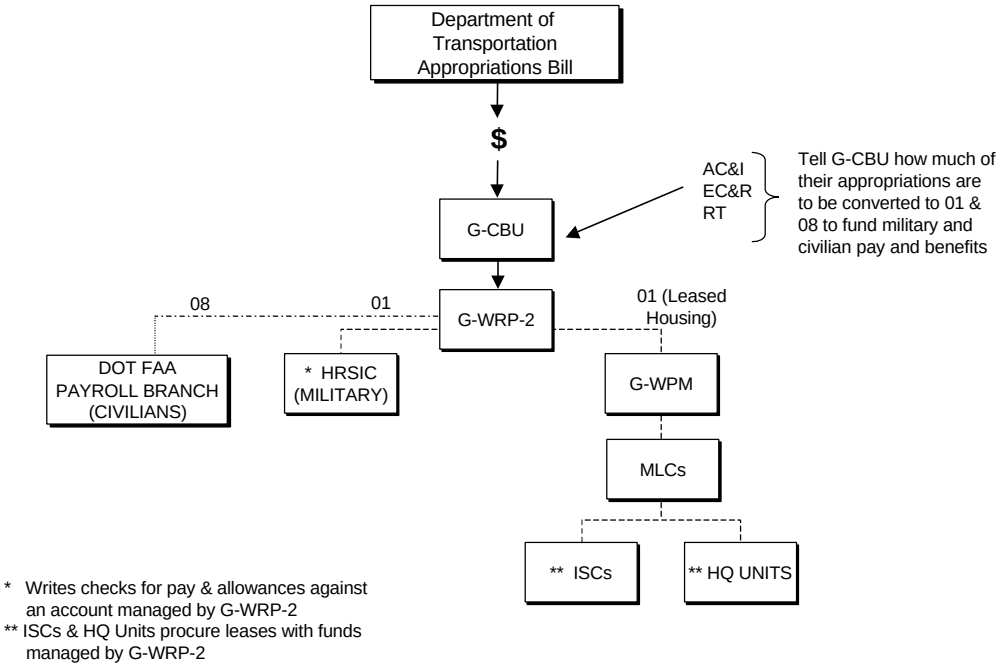
d. AFC-01 – Military Pay.

These funds provides compensation, subsistence rations and entitlements for active duty, cadets, and Reserve members undergoing Initial Active Duty Training (IADT). These funds are distributed by Commandant (G-CBU) to Commandant (G-WRP-2). Commandant (G-WRP-2) manages these funds and is disbursed by HRSIC for pay and allowances. Commandant (G-WPM-4) manages and funds the leased housing program through the MLC's, ISC's and Headquarters Units. (See Figure 4)

e. AFC-08 – Civilian Pay.

Provides funding for expenses related to compensation and entitlements for Federal Civilian Employees. This includes civilian employees not otherwise covered by other pay accounts. These funds are distributed by Commandant (G-CBU) to Commandant (G-WRP-2). Commandant (G-WRP-2) manages these funds and is disbursed by the Department of Transportation's Federal Aviation Association Payroll Branch for pay and allowances to civilian personnel. (See Figure 4)

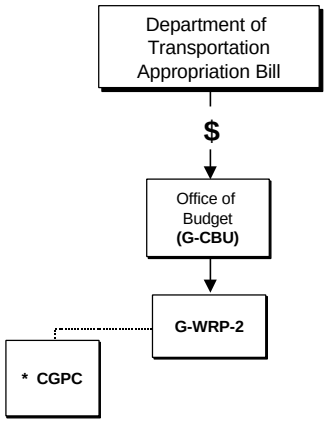
Figure 4: AFC-01& 08 - Military and Civilian Pay



f. AFC-20 – Permanent Change of Station (PCS)

These funds provide travel and transportation expenses incident to PCS orders for military members and dependents. These funds are distributed by Commandant (G-CBU) to Commandant (G-WRP-2). Commandant (G-WRP-2) manages these funds and is dispersed through the Coast Guard Personnel Command (opm/epm) for PCS transfers. (See Figure 5)

Figure 5: AFC 20 - PCS

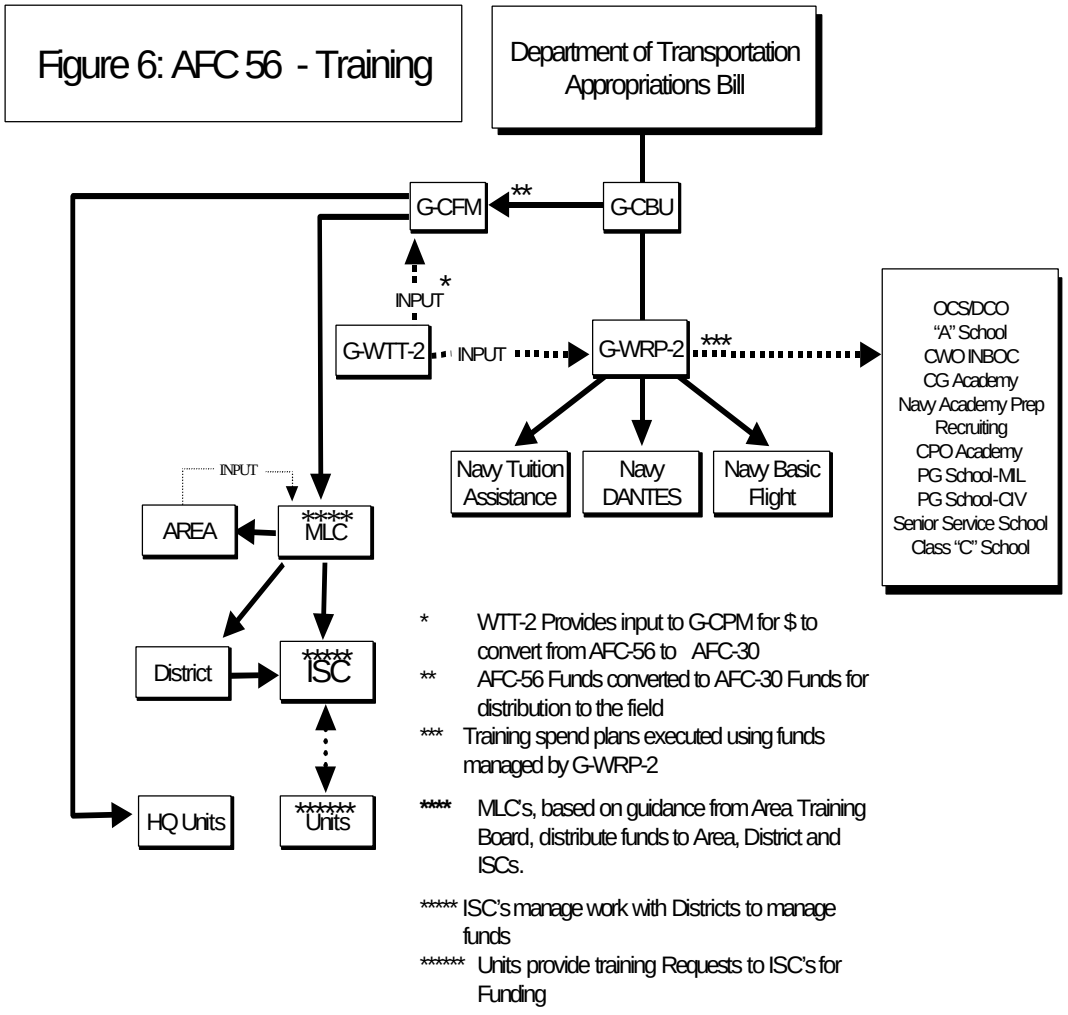


* Writes checks on account managed by G-WRP-2

g. AFC-56 – Training.

These fund formal training performed while on TAD for civilian and military personnel, including Reserve members in the RK, RP and RY programs and Auxiliarists. These funds are distributed by Commandant (G-CBU) to Commandant (G-CFM). Commandant (G-CFM), with input from Commandant (G-WTT-2), converts AFC-56 funds to AFC-30 funds and distributes them to the MLC's, District's and Headquarters Units. Commandant (G-WTT-2) serves as the program manager for AFC-56 and provides program guidance o the validity of the request, and how to best spend AFC-56 funds. MLC's, based on guidance from the Area Training Board, makes the distribution to the Area, District and MLC. ISCs work with the District to maintain funds. Units provide training requests to their

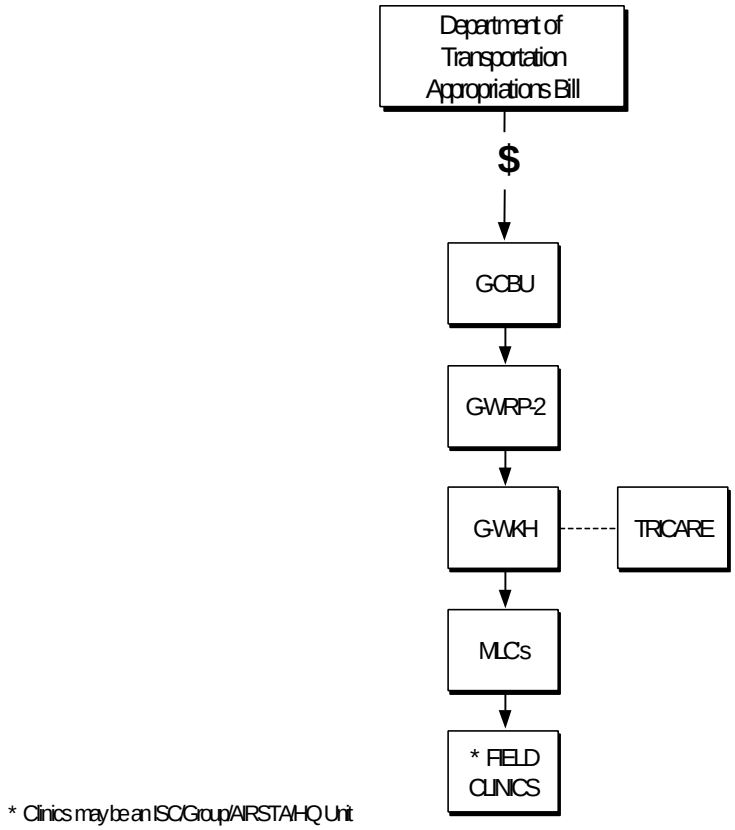
respective ISC's for funding. Commandant (G-WRP-2), with input from Commandant (G-WTT-2), manages the AFC-56 funds that support the following training: OCS/DCO, "A" Schools, CWO Indoctrination, Coast Guard Academy, Naval Academy Prep, Recruiting, CPO Academy, PG School – Military; PG School – Civilian, Senior Service School, Basic Flight, DANTES, Tuition Assistance programs, and Class "C" Schools. Class "C" School Funding Process, COMDTINST 7302.2 (series) provides overall guidance on AFC-56 funding process. (See Figure 6)



h. AFC-57 – Medical.

These fund general expenses to support health care of military members and their dependents. They funds are distributed from Commandant (G-CBU) to Commandant (G-WRP-2). Commandant (G-WRP-2) provides funds to Commandant (G-WKH), where TRICARE is managed and funded. Commandant (G-WKH) distributes these funds to the MLC's for further distribution to clinics in the field. (See Figure 7)

Figure 7: AFC 57 - Medical



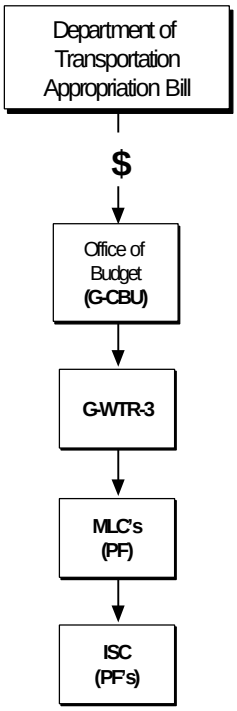
i. AFC-90 – Reserve Training Program Expense.

These funds are use to support initial training for RKII trainees; continuing training, including ADT, inactive duty drill pay, special active duty for training (SADT), appropriate duty training, Maritime Academy Reserve Training (MARTP) trainees, administrative costs in direct support of the Reserve Program, Reserve training equipment; and drill program support. The funds are distributed from Commandant (G-CBU) to Commandant (G-WTR-3). Commandant (G-WTR-3) then disperses these funds to the MLC's Reserve program managers. The MLC's manage the funds distributed to the ISC's in support of the Reserve programs.

The Reserve Personnel Allowance List (RPAL) was officially developed in 1997 and reflected the priorities set by unit commanders. The current

RPAL represents the highest priority billets given the Cost Guard's current array of missions and emphasis on those missions. Reservist's are assigned to billets by Assignment Officers (AO) located in the ISC and/or District Offices. The general principle guiding assignments is to make the best match possible of available members to RPAL billets within the AO's area of responsibility. (See Figure 8)

Figure 8: AFC 90 - Reserve Training Program Expense



E. PERSONNEL AND TRAINING

1. Personnel

   The Coast Guard Personnel Command has detailers specifically assigned to handle operational ashore billets (officer and enlisted). Enlisted personnel are assigned by ratings and qualifications (both operational and support).

   For officers career planning information containing the necessary education and experience at each pay grade for various occupational fields is available in *The Coast Guard Officer Career Development Guidebook*. The Guidebook is available on the web at http://www.uscg.mil/hq/g-w/g-wt/ocgb/index.htm.

2. Training

   The primary ratings that operate and support the boat community are Boatswains Mates (BM) and Machinery Technicians (MK). Apprentice training for these rates is conducted through "A" schools located at Training Center Yorktown, VA, and via on the job training through the "Striker" Program. Training Center Yorktown has multiple "C" schools in support of the BM and MK ratings to further their professional growth.

   Commandant (G-OCS) sponsors two centers of excellence for boat operations.

   The National Motor LifeBoat School, located at Coast Guard Station Cape Disappointment, Ilwaco, WA serves as the center of excellence for the 44-foot and 47-foot MLB. The NMLB provides training on boat maintenance and in heavy weather boat operations. They also sponsor a MLB Standardization Team (STANTEAM).

   The Utility Boat Systems Center located at Training Center Yorktown, VA, serves as the center for excellence for the 41-foot UTB. They conduct BM "A" School, Coxswain "C" School, 41 – foot (coxswain, engineer and crewmember) training for Reservists and sponsor a UTB STANTEAM.

   The National Motor Lifeboat School also provides in depth specialized small boat training in rough seas. The Coast Guard also operates two standardization teams, one for the 41-foot UTB and one for the 44-foot and 47-foot MLB. The Engineering and Weapons Section at Training Center Yorktown includes three schools that provide instruction in a wide variety of naval engineering/machinery, electrical, damage control and weapons. The school has extensive lab facilities to emphasize hands-on training critical to the development of skills needed to keep the Coast Guard boat fleet operational. The Utility Boat Systems Center, also at Training Center Yorktown, develops operational techniques, maintenance procedures, and

evaluates prototypes for small boats. They conduct day and night underway training for entry level and advanced courses.

The UTB and MLB STANTEAMs have similar duties even though the platforms they support are considerably different. Their duties include:

a. Communicating information on standard procedures and techniques employed by boat crews.

b. Makes recommendations to Commandant (G-OCS) on boat class training syllabi, boat operator handbooks and changes or deletions to boat outfit equipment or stowage.

c. Conduct unit Readiness and Standardization Assessments at each unit with a standard boat. Each assessment evaluates:

   1) Evaluates the effectiveness of a unit's boat crew training program;

   2) Evaluate boat crew performance skills essential for safe operations;

   3) Determines whether boat crews adhere to standard operating procedures; and

   4) Provide Ready For Operations evaluation guidance to the operational commander's observers.

F. MAINTENANCE PROGRAM

A maintenance program is established as directed by policy, primarily by the Naval Engineering Manual, COMDTINST M9000.6 (series). The primary goal for boat maintenance is to ensure the operational availability of the "ready-boat" in immediate or "B0" status.

1. Levels of Maintenance

   The boat maintenance program involves three levels of maintenance capability. In general terms, these levels are defined as:

   a. Organizational or Unit-Level Maintenance

      1) Includes periodic inspections and minor repairs - corrective maintenance that can be accomplished with standard tools and within the technical skills available.

      2) Is accomplished by the boat crews on a 24-hour basis.

      3) Can be planned/preventive in nature or unplanned/corrective.

b. Intermediate Maintenance

1) Includes maintenance which is performed by designated maintenance activities in direct support of the unit that is neither organizational nor depot level.

2) Planned maintenance not falling under organizational level and any maintenance requiring resources or skills beyond that normally available to the unit.

3) Could be accomplished by some combination of boat crew, group support staff, and local commercial or government industrial resource.

c. Depot Maintenance

1) Major maintenance requiring expertise that may not exist with the boat crew or its group support staff.

2) Includes major overhauls or complete rebuilds, and may require a commercial contractor or a Coast Guard or other government industrial facility.

3) Is usually accomplished during haul-out or boat repair availability.

2. Types of Maintenance

Maintenance for boats is separated into three types.

a. Planned Maintenance

This is accomplished on a scheduled basis for the purpose of preempting failure based on time-in-service. It is also termed preventive maintenance.

1) Standard Boats

Planned maintenance is formally documented in the Preventive Maintenance System (PMS) Manuals for each respective standard boat class. The purpose of this system is three-fold:

a) To provide uniform procedures for each maintenance item

b) To correlate maintenance actions to available resource levels, and,

c) To streamline the schedule of work.

The PMS identifies the maintenance actions required, the frequency of each action, and the resources necessary to complete the action. If PMS is properly completed, the affected platform's availability is

expected to be maintained at the level necessary to support its operational requirements.

2) Non-Standard Boats

Outside PMS, some planned maintenance for nonstandard boats is conducted by a combination of Coast Guard personnel and commercial sources.

a) The maintenance regimen is mandated by policy but is generally compiled locally.

b) It typically follows applicable manufacturer's recommended maintenance procedures.

c) Parts and maintenance advice are obtained from local commercial service centers or the manufacturer. The respective parts are also managed in the unit's inventory.

b. Unscheduled (Corrective) Maintenance

This is maintenance that is accomplished to repair a casualty that has already occurred.

1) Corrective maintenance generally encompasses catastrophic failure due to wear and tear, accidents (including fire, collision, and grounding), storms and unusual nature-driven incidents, and, on rare occasions, willful damage.

2) Work required is based on the type/extent of damage and the capabilities provided from available service providers, whether military or civilian.

3) Decisions regarding replacement or repair of a damaged boat (both standard and nonstandard) are made on the basis of operational requirements.

4) The MLCs have developed and promulgated specifications for some corrective maintenance actions to the districts/groups/ stations. New specifications can be requested on an as-needed basis.

5) Each MLC has defined a process to develop these specifications. Repeated failures of equipment in a boat class will typically become the basis for pursuing a BoatAlt.

c. Condition-Based Maintenance

This is maintenance that is accomplished when specific conditions are found following inspections, tests, or monitoring programs. Except in rare cases involving engine or electrical situations, condition-based maintenance has a limited application in the current boat maintenance system. Condition-based maintenance generally encompasses work associated with the Diesel Engine Maintenance Program (DEMP).

1) The DEMP's program prescribed for boats provides cost-effective maintenance by renewing engine components near the end of their useful lives without incurring an unacceptable risk of in-service failure.

2) This program is currently limited to the propulsion engines installed on the 30-foot SRB, 41-foot UTB and the 44-foot MLB.

3. Repair/Inspection Cycles

All Planned Maintenance System (PMS) completion results are submitted quarterly to the Group engineer, who reviews them for completion rates and system anomalies.

When needed repairs exceed the capability of the station for any reason (e.g., technical, funding, skills, and facilities), the station requests and receives support from its respective group engineering staff using locally established methods. If MLC assistance or support is needed, a Casualty Report (CASREP) is submitted detailing the requirements.

A detailed boat inspection is required at least annually to assess the material condition of each boat less than 65-feet in length (this does not apply to non-powered boats or gasoline-powered boats).

a. Findings and recommendations from these inspections are used to identify additional work requirements to be corrected during boat repair availability.

b. In general, this annual assessment is accomplished during the annual haul-out for all inboard-powered boats less than 65-feet in length, plus barges, floating cranes, and similar craft, regardless of length.

Depot maintenance is typically conducted every one to two years. This allows completion of necessary depot-level work while keeping maintenance activities within the funding constraints offered by the system. The Ninth Coast Guard District represents an exception to this routine approach to boat inspections and repair because of the seasonal cycles that dominate the entire District.

G. INFORMATION TECHNOLOGY SYSTEMS

1. Vessels (Boats and Cutters) Specific Information Systems

   a. Configuration Management Plus (CMplus)

      1) CMplus will become the primary configuration, maintenance, inventory, and allowance-management system for all Coast Guard units managing cutter and standard boat parts inventories, replacing SCAMP. CMplus is the unit-level system designed to interface with the future Fleet Logistics System.

      2) CMplus is being installed on the five major cutter classes (WAGB, WHEC, WMEC, WTGB, 110-foot WPB), designated new vessel acquisitions, NESUs, and ESUs. Planned for Coast Guard wide shore station use in SWIII for all standard boats.

   b. Fleet Logistics System (FLS)

      1) The Fleet Logistics System (FLS), currently under development, is hardware and software that will support selected vessels, non-aviation inventory control points, HQ, and MLCs. FLS will provide an effective, efficient logistics support system to support the provisioning and maintenance needs of 240 plus Coast Guard operational vessels and associated support facilities including MLCs, supply centers, naval engineering support units, bases, depots, and repair shops. FLS will have the following capabilities:

         a) Supply support.

         b) Inventory Management.

         c) Cost accounting, historical data, and management information.

         d) Interconnectivity.

         e) Vessel reliability.

         f) Logistics services.

         g) Planned maintenance.

         h) Standardization and interoperability with DoD.

      2) FLS is to be used by the MLCs, MLC units, ELC and Headquarters.

c. Naval Engineering Technical Information Management System (NE-TIMS)

1) NE-TIMS consists of an electronic data base and associated hardware and software to manage, access, publish and distribute technical information (tech pubs, drawings, manuals, provisioning technical documentation and item files) in an electronic or paper format for hull, mechanical, electrical, ordnance and electronic equipment/systems.

2) It allows an electronic user access/interface to the system from the Coast Guard SWIII using the Microsoft Windows NT operating system.

3) NE-TIMS facilitates electronic import and export of data to and from commercial and Coast Guard software applications such as Supply Center Computer Replacement (SCCR), Fleet Logistics Systems (FLS) and CMplus.

d. Shipboard Computer-Aided Maintenance Program (SCAMP)

1) Provides basic maintenance management and inventory management capability needed at the unit level.

2) Used by stations, groups, ANT teams, cutters, air stations, and other Coast Guard units.

3) SCAMP is being replaced by CMplus in the SWIII environment.

e. Supply Center Computer Replacement (SCCR)

1) Provides allowancing, provisioning, wholesale and retail inventory management, procurement, fiscal accounting and other supply center related capability.

2) Provides capability to support CG Yard depot operations including pay reporting, fiscal accounting, and waterfront project tracking.

3) Used by the Engineering Logistics Center (ELC) and CG Yard.

4) Will monitor wholesale and retail inventory, procurements, technical and administrative systems support.

f. Ships Configuration and Logistics Support Information System (SCLSIS)

SCLSIS is a configuration data management program mandated by the Navy for Coast Guard use in reporting Navy Type Navy Owned ELEX

and ORDNANCE equipment. SCLSIS is operated and maintained by the ELC.

2. Information Systems Not Specific to Boats

   a. Abstract of Operations (Aops)

      1) Reports cutter, boat, and aircraft employment hours on a continuous basis. Generates information used by Headquarters program, facility, and support managers for planning, budgeting, and responding to Congressional and audit inquiries concerning operational statistics for aircraft, boats, cutters, boats assigned to cutters, and Aids-to-Navigation barges.

      2) Used by all operational units, groups, districts, Areas and HQ.

   b. Large Unit Financial System (LUFS-NT)

      1) The USCG Large Unit Financial System for Windows NT (LUFS-NT), a government off-the-shelf system, is used CG-wide to achieve accounting and funds control; record commitments, obligations, and expenditures; create, process and approve procurement requests.

      2) Used throughout the Coast Guard at large units, Groups, MLCs, Districts, Headquarters Units and Headquarters.

      3) Transmits financial data to the Coast Guard Finance Center (FINCEN), updates the Departmental Accounting and Financial Information Systems (DAFIS) and automates the reconciliation of DAFIS balances with local ledger accounts maintained in LUFS.

      4) Interfaces with Coast Guard systems acting as their financial management and transmission vehicle.

   c. Accountable Item Management (AIM) System

      1) Provides physical inventory data of Electronics and General Purpose (GP) Property, as specified in the Property Management Manual (COMDTINST M4500.5 (series)) by maintaining Electronic Inventory Records (EIR) and GP property for those Coast Guard units which have not converted to Standard Workstation III (SWIII), Oracle Fixed Assets Module (FAM), and Configuration Management System (CMplus NT).

      2) Supports accountability, physical inventory, and financial reporting activities required by Coast Guard and other agency directives.

3) Used by those units that have not converted to SWIII, Oracle (FAM), and CMplus NT.

4) AIM is being phased out and replaced by Oracle (FAM). Oracle (FAM) will be the sole entry point for vehicles, aircraft, GP property, boats, capitalized government furnished equipment. Units will be required to enter the capitalized Electronics Test Equipment and capitalized Electronic Stand Alone Equipment into Oracle (FAM), as well.

d. Automated Requisition Management System (ARMS)

1) Processes requisitions for all Federal Supply System transactions.

2) Used by various Coast Guard units.

e. ORACLE Financials

ORACLE Financials is a commercial off-the-shelf financial software package to improve asset, project, inventory, and financial management in response to requirements of the Chief Financial Officers Act of 1990. ORACLE Financials is one of only four Joint Financial Management Improvement Programs (JFMIP) approved financial software applications allowed for use by the federal government. ORACLE Financial packages several applications into a tightly integrated financial information system. The core piece of the software suite is the ORACLE General Ledger application. Additional applications include ORACLE Purchasing, Payables, Fixed Assets, Project Accounting, Inventory, and Accounts Receivable. The entire application suite resides on an ORACLE Database in a HP Operating System environment. The current version is client-server that is being upgraded to a web-based version.

1) Integrated Financial and Asset Management System (IFAMS)

The development of an IFAMS addresses the asset management and project accounting based discrepancies noted in the DOT IG audit of the CFO Act required financial statements. IFAMS has been developed by integrating the capabilities of the ORACLE Financials General Ledger (with Federal Overlay), Fixed Assets, and Project Accounting modules with custom developed code which implements gaps and interfaces to Coast Guard and DOT legacy systems. The Coast Guard successfully migrated asset management data from a number of government legacy systems into a centralized fixed asset and general ledger database replacing several asset management systems with one system.

2) ORACLE Financials Inventory System (OFIS)

The Coast Guard is implementing OFIS for use at Coast Guard industrial facilities. OFIS replaces the legacy Industrial Management Information System (IMIS) and is tightly integrated with the other ORACLE Financial applications.

f. Source Data Automation II (SDAII)

1) Collects data on events that change a military member's pay.

2) Transmits the data to HRSIC for processing.

3) Runs on SWSII.

4) Will be replaced by the Coast Guard Human Resource Management System (CGHRMS). CGHRMS is commercial off-the-shelf software, and it will incorporate PMIS/JUMPS II as its pay module. PMIS/JUMPS II will replace the functions currently performed by SDAII.

5) Used by HRSIC and PERSRUs.

g. Coast Guard Human Resource Management System (CGHRMS)

1) Commercial off-the-shelf human resource management software.

2) Replaces SDAII, PMIS, and the Personnel Decision Systems (PDS).

h. Personnel Decision System (PDS)

Used by CGPC Assignment Officers to track the location and assignment of all military personnel.

i. Defense Enrollment Eligibility Reporting System (DEERS)

1) Collects information used to approve military benefits (e.g., medical care, exchange, commissary, and entitlement to MWR programs).

2) Used by all ID Card Issuing Activities and medical clinics.

H. PERFORMANCE MEASURES

The performance of this platform is not monitored by a comprehensive, enterprise-wide measurement system. However, performance metrics are available within various information systems. In addition, performance measures

are maintained at some operational levels in varying levels of detail. See Enclosure (9) for generic measures for Small Boat Stations.

1. CUTTERS

The Coast Guard operates about 220 cutters. Cutters perform various missions ranging from search and rescue to aids-to-navigation. Maintenance processes and practices are relatively uniform fleet-wide, although some regional or mission-based differences exist.

A. PLATFORMS

Cutters range from 65-foot river buoy tenders to 420-foot polar icebreakers. The cutter fleet is separated into two subcategories: district and area cutters. These categories serve to separate the operational command for these cutters, and to facilitate the roles and responsibilities involved with supporting them.

1. District Cutters

   District cutters fulfill the core operational requirements within a district Area of Responsibility (AOR). They provide the services necessary to satisfy the multi-mission aspects of law enforcement, maritime safety, marine environmental protection, and security of national assets.

   There are 16 cutter classes that are under the operational control of districts. These cutter classes are listed in Table 1.

Table 1 - List of Coast Guard District Cutters

Cutter Designation	Description	Total Population
175-foot WLM	Buoy Tenders-Coastal	9
133-foot WLM	Buoy Tenders-Coastal	1
100-foot WLI	Buoy Tenders-Inland	4
65-foot WLI	Buoy Tenders-Inland	4
75-foot WLR	Buoy Tenders-River	12
65-foot WLR	Buoy Tenders-River	6
115-foot WLR	Buoy Tenders-River	1
180-foot WLB	Buoy Tenders-Seagoing	19
225-foot WLB	Buoy Tenders-Seagoing	5
100-foot WLIC	Construction Tenders - Inland	1
160-foot WLIC	Construction Tenders – Inland	4
75-foot WLIC	Construction Tenders – Inland	8
65-foot WYTL	Harbor Tugs-Small	11
140-foot WTGB	Icebreaking Tug	8
110-foot WPB	Patrol Boats	49
87-foot WPB	Patrol Boats	11

Cutter Designation	Description	Total Population
82-foot WPB	Patrol Boats	26
Total		179

2. Area Cutters

   There are presently 10 cutter classes that are placed under the operational control of Areas. These cutter classes are listed in Table 2. Some of the support resources are assigned to the respective MLCs, but substantial portions of these resources are assigned to the cutters themselves.

Table 2 - List of Coast Guard Area Cutters

Cutter Designation		Total Population
378-foot WHEC	High Endurance Cutters	12
420-foot WAGB	Icebreaker	1
290-foot WAGB	Icebreakers	1
399-foot WAGB	Icebreakers	2
282-foot WMEC	Medium Endurance Cutters	1
270-foot WMEC	Medium Endurance Cutters	13
230-foot WMEC	Medium Endurance Cutters	1
210-foot WMEC	Medium Endurance Cutters	16
213-foot WMEC	Medium Endurance Cutters	1
295-foot WIX	Training Cutter	1
	Total	49

B. POLICIES

The primary policy documents that specifically address cutter management issues for the Coast Guard are:

1. Cutter Employment Standards, COMDTINST 3100.5 (series). This instruction sets the requirements for the management of boat resources.
2. Naval Engineering Manual, COMDTINST M9000.6 (series). This Manual provides naval engineering policy and guidance for cutter and boat maintenance.

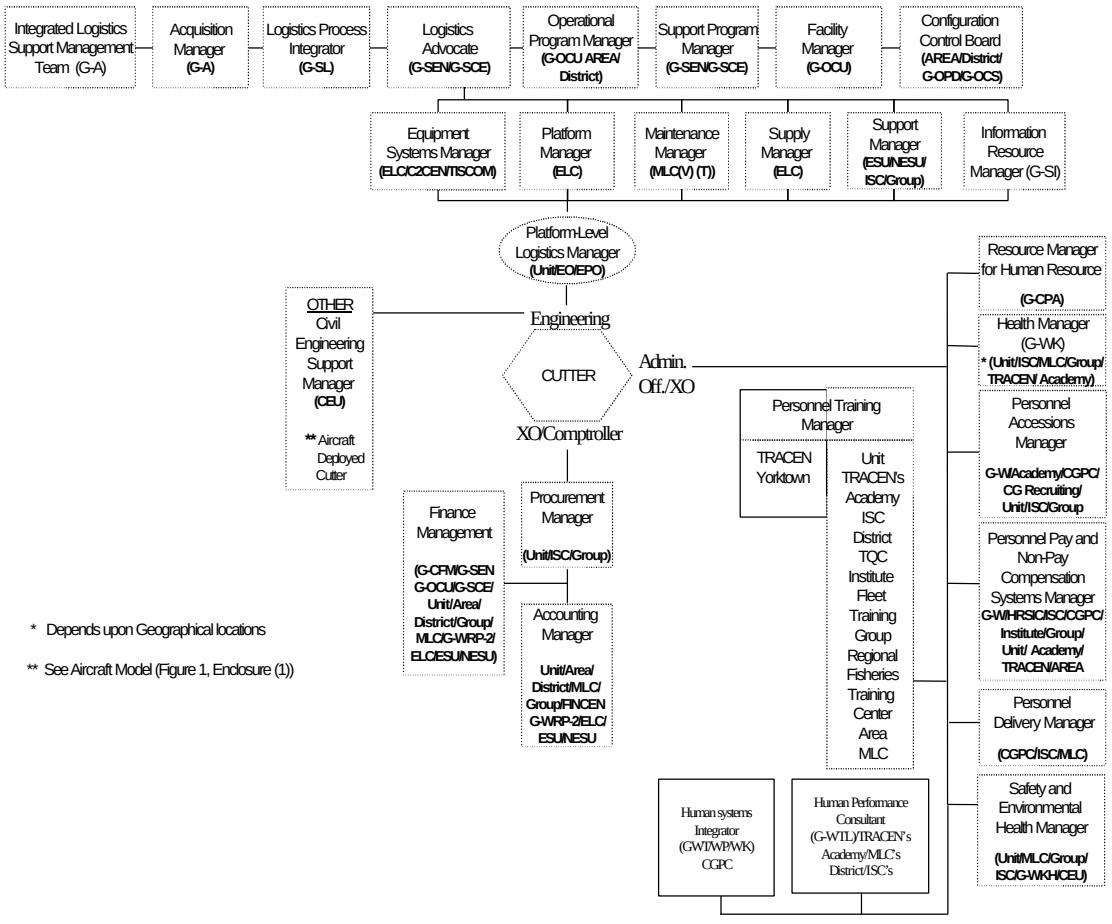
Other applicable policy documents are listed in Enclosure (8).

C. SUPPORT ROLES, RESPONSIBILITIES AND ORGANIZATIONS

The Assistant Commandant for Human Resources, Commandant (G-W), Finance Manager, Commandant (G-CFM), Environmental Manager, Commandant (G-SEC), and Logistics Process Integrator, Commandant (G-L) roles are common to all platforms and are explained in Chapter 1.

Figure 1 displays the key players and partners in the life cycle of a cutter throughout the Coast Guard.

Figure 1: Cutter Life Cycle Roles



1. The key participants in this logistics support organization are:

a. Headquarters as the source of general policy, funds, and the assignment of personnel.

b. Areas, MLCs, and Districts for operational and programmatic policy, cutter management and distribution of funds.

c. Cutters and their crews to carry out the actual operational and maintenance support missions.

2. A short description of each Office/Unit heavily involved in cutter support follows.

a. Cutters

Cutters represent the front line delivery of service to the maritime public on the high seas and in offshore locations.

The Executive Officer (XO) is the second in command of a cutter and the direct representative of the commanding officer. In the performance of his duties, the XO shall conform to and effect the policies and orders of the commanding officer and shall keep informed of all significant matters pertaining to the command. The XO shall be primarily responsible for the organization, coordination of effort, performance of duty, and good order and discipline of the entire command. Specific duties include: supervise the administration of the business of the ship; perform the functions of personnel officer; prepare and maintain the bills and orders for the organization of the command; supervise and coordinate the work, exercises, and training of the personnel of the command; supervise and coordinate the procurement of supplies; responsible for medical matters when a medical officer in not assigned; supervision and security of ship's keys; prepare and promulgate the plan of the day; make frequent departmental inspections and take remedial action for the correction of any deficiencies; safety officer; ensure justice and consistency in exercising authority; and endeavor to maintain high morale within the command.

On larger cutters, Supply Officers are assigned to provide logistical support. The Supply Officer is a department head and is responsible for: procuring, receiving, stowing, issuing, shipping, disposing of, accounting for, and while in his custody, maintains all stores and equipment of the command. The Supply Officer also performs the allotment accounting functions of the vessel, inspecting services and materials received under contract or order calling for inspection on delivery, and performing such collateral duties assigned by the commanding officer. On smaller cutters, logistical support may be assigned as a collateral duty.

A cutter's Engineering Officer (EO) or Engineering Petty Officer (EPO) is a key figure in the cutter maintenance. These are working

managers responsible for the maintenance of boats and facilities assigned to their respective units. Primary duties involve planning and conducting preventive and corrective maintenance on the cutter and its boats; supervising subordinates; and requesting materials, equipment, assistance and services when necessary to complete required maintenance.

b. Groups

A Group may provide the following services:

1) Budgeting, accounting, procurement and property services.

2) Reserve management.

3) Personnel services to include PERSRU and medical administration.

4) Safety and environmental health.

5) Port Services and LOGREQ support for all permanently assigned and visiting cutters.

6) Administration and delivery of non-pay compensation programs.

c. Naval Engineering Support Unit (NESU)

Naval Engineering Support Units (NESUs) report to the MLCs and provides assistance as support managers for cutters. Support Managers are responsible for:

1) Planning, executing and monitoring maintenance, repair and alterations of structural, electrical, machinery and ordnance systems on cutters and boats;

2) Maintains cognizance of the material condition of cutters and boats;

3) Provides engineering, technical and administrative information and guidance on the operation, support and material condition of alterations of cutters and boats; and

4) Administers a financial program for maintenance, repair and alterations of cutters and boats.

There are ten NESU's throughout the Coast Guard. They are:

Naval Engineering Support Units	
Atlantic	Pacific
NESU Boston, MA	NESU Alameda, CA
NESU Portsmouth, VA	NESU Seattle, WA
NESU Miami, FL	NESU Honolulu, HI
NESU New Orleans, LA	
NESU St. Louis, MO	
NESU Charleston, SC	
NESU Cleveland, OH	

Maintenance Augmentation Teams (MATs) and Weapons Augmentation Teams (WATs) exist to supplement the organizational level of effort and to perform some intermediate level effort.

d. Engineering Logistics Center (ELC)

The ELC is the Platform Manager for cutters and reports to the Coast Guard's Assistant Command for Systems, Commandant (G-S) through Commandant (G-SEN). Duties include managing engineering, maintenance, logistics and disposal issues for cutters. The ELC manages cutter parts allowances for Hull Mechanical and Electrical (HM&E), and electronic equipment in the Management Information for Combined Allowance (MICA).

ELC is responsible for development and distribution of Ship and Boat Alterations (SHIPALTs & BOATALTs) and maintenance of all master drawings of cutter and standard boats.

e. Electronic Systems Support Unit (ESU)/Electronics Systems Support Detachment (ESD)

ESU/ESD's provide Organizational, Intermediate and Depot level electronic system support to all units. They provide organizational support to Groups, Stations and boats due to these units no longer having technical personnel. They are strategically located to provide quick response to technical problems or assistance requests. The ESU's are managed and supported by the MLC and provide oversight for the ESD's in their area. The Command, Control, Communications, Computer (C4I) section of this Manual provides an in-depth discussion of Coast Guard C4I support.

f. Districts

There are nine Districts in the Coast Guard. The District serves as an intermediate operational commander for a segment of the Area. Each District Commander reports to its respective Area Commander. District responsibilities generally encompass all Coast Guard operations, within their AOR, financial management, regulatory oversight, legal and administrative support, and promoting relationships with other government agencies and community leaders. The key position for cutter management issues in each District office is referred to as the Cutter Program Manager.

g. Maintenance and Logistics Commands (MLCs)

The Coast Guard has organized its high level maintenance resources into two Maintenance and Logistics Commands (MLCs), one to support operating units in the Atlantic Ocean, Gulf Coast and Great Lakes (MLCLANT), and one supporting operations in the Pacific (MLCPAC). The MLC's provide direct program oversight to support units (e.g., CEU, ESU, NESU, ISC, etc.) to meet cutter mission requirements. MLC's also provide services directly to cutters in support of financial management, logistics, health and safety inspection, legal programs, personnel support and engineering support.

h. Area Commands

The Area staffs (LANTAREA and PACAREA) provide the regional program perspective for the management of cutter operations and maintenance. Their primary concern is having appropriate cutters for Coast Guard missions. Area staffs partner with District and Group organizations in addressing these concerns.

i. Office of Cutter Forces, Commandant (G-OCU)

Commandant (G-OCU) reports to the Commandant through the Assistant Commandant for Operations and Director of Operational Capability, Commandant (G-OC). This Office is the Headquarters Program Manager for cutter activities and also carries out the duties of the cutter Facility Manager (FM). In this respect, Commandant (G-OCU) is the source of AFC-30 cutter management funds.

In addition to communicating directly with the Commandant and Area and District Commanders, Commandant (G-OCU) maintains direct liaison on cutter-related support issues with the Offices of Naval Engineering, Commandant (G-SEN) and Electronics Engineering, Commandant (G-SCE), and the Directorate of Logistics, Commandant (G-SL). Commandant (G-OCU) is the source of personnel allowance lists and

provides initial funding allocations to each area and district. Commandant (G-OCU-3) is the Afloat Training Program Manager.

3. The following organizations also support cutters.

   a. Integrated Support Commands (ISC)

      The ISC provides a wide variety of services to a large customer base. They provide the following services to all units in their AOR.

      1) Reserve management, coordination of surge requirements and maintains accountability of the Reserve Appropriation Training funds.

      2) Administration of Worklife programs.

      3) The following services are usually provided if the cutter is located close to an ISC:

         a) Budgeting, accounting, procurement and property services.

         b) Personnel services to include PERSRU and medical administration.

         c) Safety and environmental health.

         d) Port Services and LOGREQ support for al homeport and visiting cutters.

   b. Telecommunications & Information Systems Command (TISCOM)

      TISCOM provides equipment and systems management support to cutters.

   c. Command and Control Engineering Center (C2CEN)

      The C2CEN provides equipment and systems management support to cutters.

   d. Training Centers

      Training Center's Petaluma and Yorktown provide apprentice training in fields that directly support cutters (e.g., Machinery Technicians, Boatswains Mates, Yeoman, Storekeeper, Electronics Technicians, etc.). Training Center Cape May provides non-rated personnel in support of cutter missions. Also provides indoctrination to personnel who eventually pursue a career path in operations. Training Centers with pier facilities and co-located cutters provide the same support as ISCs with co-located cutters.

e. Coast Guard Institute

The Coast Guard Institute provides correspondence courses and distance learning technology to support military and civilian personnel in their professional development.

f. Coast Guard Training Quota Management Center (TQC)

Training Quota Management Center (TQC) acts as order issuing authority for Headquarters program funded Class "C" training, including mandatory pre-arrival training (pipeline) and formal school requirements as outlined in Headquarters Program Managers training plans. Use/maintain Training Management System (TMS) database with respect to all Class "C" courses including: convening dates, quota availability, and entitlement verification. Acts as liaison between Headquarters program managers and DoD quota management centers to obtain quotas in DoD sponsored courses. Assists Commandant (G-WTT) with publication and update of annual FY-00 Class Convening Schedule for Coast Guard Class "C" Resident and Exportable Training Courses, COMDTNOTE 1540.

g. Human Resources Services Information Center (HRSIC)

HRSIC gathers, maintains, and manages personnel information on military members only; develops and provides personnel and financial reports and information for Coast Guard managers and other government agencies; and provides payment and personnel support services.

h. U.S. Coast Guard Academy

Provides indoctrination to personnel who attend the Academy and OCS in career paths that lead to operational careers. Provides training in leadership and quality management to personnel of all pay grades (enlisted and officer personnel).

i. Finance Center (FINCEN)

FINCEN provides accounting and financial information services for the Coast Guard.

j. Coast Guard Personnel Command (CGPC)

CGPC provides civilian and military people to Coast Guard units while seeking a balance among service, unit, and members' needs.

k. Office of Naval Engineering, Commandant (G-SEN)

Commandant (G-SEN) duties include the review and approval of Ship Alterations (SHIPALTs), Boat Alterations (BOATALTs), and preventive maintenance system (PMS). Commandant (G-SEN) is the source of AFC-45 funds for intermediate and depot support and casualty support (casualties caused by fire, flooding, collision, or grounding). This Office relies on the Engineering Logistics Center (ELC) to perform many aspects of these duties.

l. Office of Chief Financial Management Division, Commandant (G-CFM-2)

Commandant (G-CFM-2) manages the annual Operating and Maintenance Funds (AFC-30) allotment process including administering Area, MLC, district and Training Center budget models. It develops, maintains and evaluates broad policy and guidance related to financial management, operations, personnel and training.

Commandant (G-CFM-3) manages the following programs: Personal property; travel card; Operating materials and supplies; mass transit; and Chief Financial Officer (CFO) Act Requirements.

m. Director of Health and Safety, Commandant (G-WK)

Commandant (G-WK) ensures that quality and timely health care is provided to Coast Guard beneficiaries; provides “on scene” medical support for operational missions; and provides protection to the workforce from safety hazards and terrorist threats.

n. Director of Personnel Management, Commandant (G-WP)

Commandant (G-WP) develops and maintains personnel systems and support programs which promote the effective use of military and civilian human resources; recruiting and hiring service members and employees; manages all aspects of career transition for Coast Guard employees; and provides compensation and benefit programs. Commandant (G-WPM) is the program manager for the Coast Guard Personnel Command and Recruiting Center.

o. Director of Reserve and Training, Commandant (G-WT)

Commandant (G-WT) is the facility manager for assigned Headquarters’ training units. It develops the advanced training portion of the annual training plan for all Coast Guard short-term training. Commandant (G-WT) also oversees the Reserve Personnel Management program. Commandant (G-WT) is the AFC-56 (training) account program manager.

p. Office of Electronics Systems, Commandant (G-SCE)

Through policy and resource distribution, Commandant (G-SCE) oversees the configuration management and maintenance of electronics equipment installed on Coast Guard cutters.

q. Office of Programs, Commandant (G-CPA)

Commandant (G-CPA) approves requests to change unit allowances for military billets and civilian positions.

D. FUNDING

1. There are two types of funding involved with the cutter fleet:

   a. Acquisition, Construction, and Improvement (AC&I)) funds are used to obtain new assets and to incorporate major improvements into current assets. These funds are managed as a single program and can only be used for the stated acquisition. Cutters are replaced by class. Acquisition, Construction and Improvement (AC&I) program guidelines govern funding for these major acquisitions. Annual funding levels vary depending on the stage of maturity of each specific request and the production schedules of existing contracts.

   b. Operating Expense (OE) funds are used to maintain and support existing operating and related supporting assets. There are two AFCs used to support cutters: AFC-30 for scheduled maintenance, and AFC-45 for non-scheduled and depot-level maintenance. In addition, AFC-42 is used to support electronics systems installed on cutters.

2. OE Funding Description.

   a. AFC- 30 – Operating and Maintenance.

   These funds supports the daily maintenance needs of Coast Guard cutters. The initial funding is distributed by Commandant (G-CFM) using a budget model that is based on Standard Support Levels (SSL) for the number of platforms and types in each district. These funds include AFC-30E (fuel costs) and weapons/small arms funding (formerly covered by AFC-54).

   The standard support levels are developed through teaming between the Office of Naval Engineering, Commandant (G-SEN) and operational managers. Commandant (G-SEN) develops the initial maintenance requirements and costs. The SSL is then derived from this information. Feedback from the first operational units is used to validate the initial allocation and provide the foundation for any subsequent changes.

A portion of the funding is often retained at organizational levels higher than the cutter to provide a centrally managed resource for unexpected requirements. (See Figure 2)

b. AFC-42 – Telecommunications.

These funds are used to support electronics systems installed on cutters. (See Figure 2)

c. AFC-45 – Naval Engineering.

These fund non-scheduled (above a dollar threshold) and depot-level maintenance. Non-scheduled maintenance occurs when a specific component or system fails. Depot level maintenance represents major overhauls or complete rebuilds. These funds are distributed through the chain of command from Commandant (G-SEN) to the MLCs and the ELC.

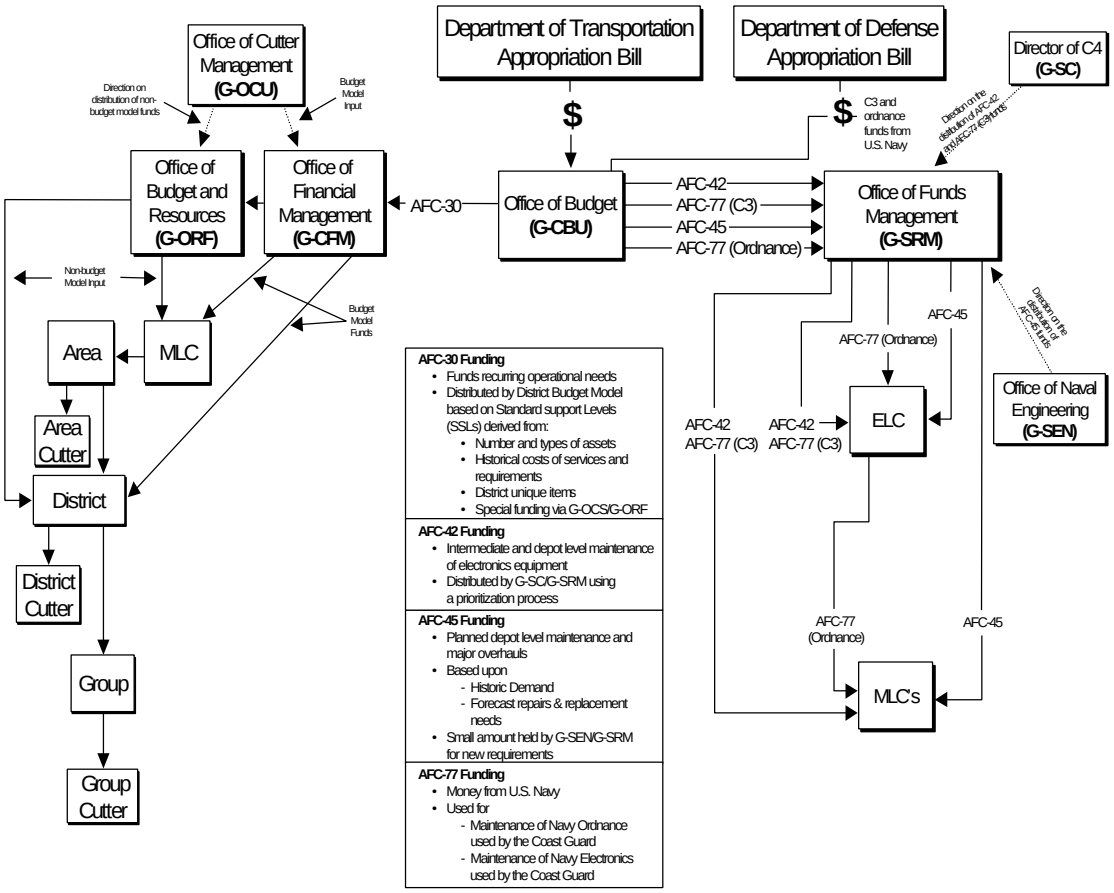
MLC funding is used to execute Current Ships Maintenance Projects (CSMP), recurring and casualty repairs. It is also used to execute approved alterations (ShipAlts and some OrdAlts). This funding is controlled by Commandant (G-SEN) as part of the SSL distribution and as part of the Planned Obligation Program (POP). The POP is used to execute special projects as well as alterations.

ELC funding for cutter maintenance is used to purchase safety stock, perform repairs to repairable items, to purchase items for free issues and initial item purchases needed because of re-provisioning. (See Figure 2)

d. AFC 77 – Ordnance (Navy)

The Navy initially provides a significant portion of the ordnance funding (AFC-77). Prior to 1999, its distribution has been accomplished within the AFC-45 and AFC-42 funding processes. This Navy funding, managed by Commandant (G-SRM), is now distributed in a special AFC-77 fund to the ELC and MLCs for improved management and reporting purposes. (See Figure 2)

Figure 2: AFC Funds Distribution for Cutters



e. AFC-01 – Military Pay.

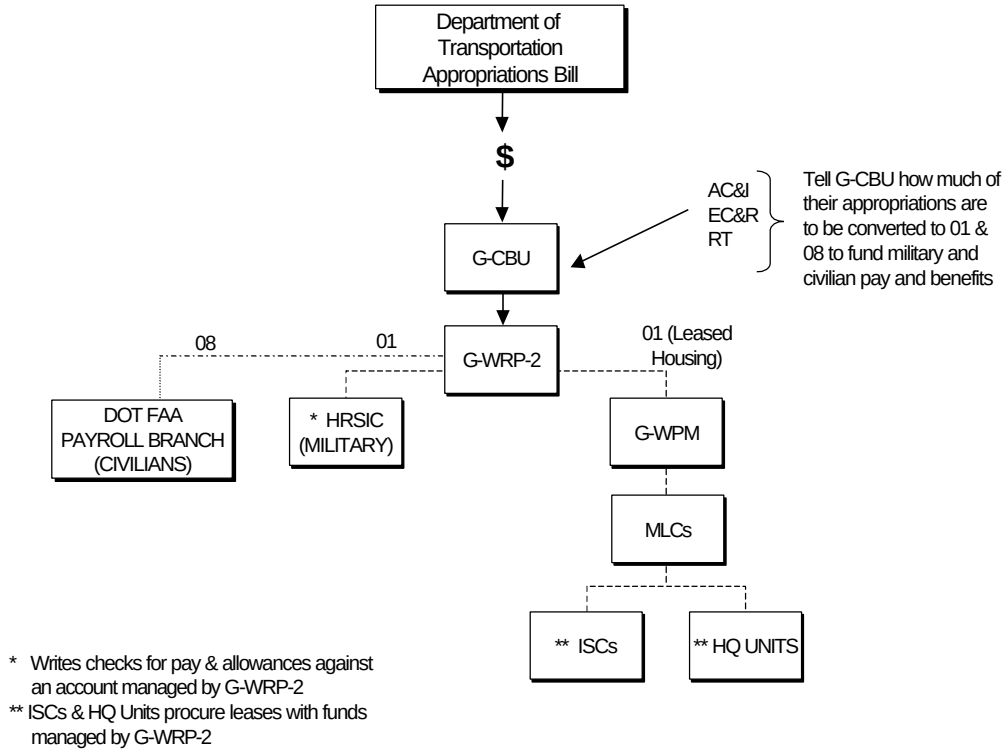
These funds provides compensation, subsistence rations and entitlements for active duty, cadets, and Reserve members undergoing Initial Active Duty Training (IADT). These funds are distributed by Commandant (G-CBU) to Commandant (G-WRP-2). Commandant (G-WRP-2) manages these funds and is disbursed by HRSIC for pay and allowances. Commandant (G-WPM-4) manages and funds the leased housing program through the MLC's, ISC's and Headquarters Units. (See Figure 3)

f. AFC-08 – Civilian Pay.

These fund expenses related to compensation and entitlements for Federal Civilian Employees. This includes civilian employees not otherwise covered by other pay accounts. These funds are distributed by Commandant (G-CBU) to Commandant (G-WRP-2). Commandant (G-WRP-2) manages these funds and is disbursed by the Department of Transportation's Federal Aviation

Association Payroll Branch for pay and allowances to civilian personnel. (See Figure 3)

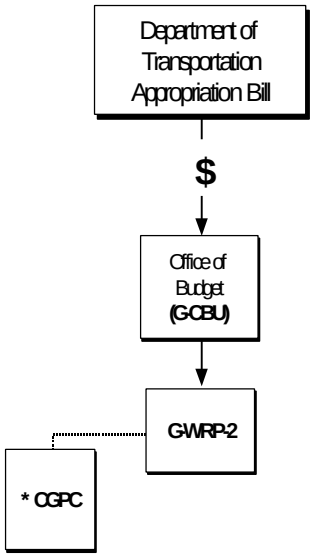
Figure 3: AFC-01& 08 - Military and Civilian Pay



g. AFC-20 – Permanent Change of Station (PCS).

These funds provide travel and transportation expenses incident to PCS orders for military members and dependents. These funds are distributed by Commandant (G-CBU) to Commandant (G-WRP-2). Commandant (G-WRP-2) manages these funds and is dispersed through the Coast Guard Personnel Command (opm/epm) for PCS transfers. (See Figure 4)

Figure 4: AFC 20 - PCS

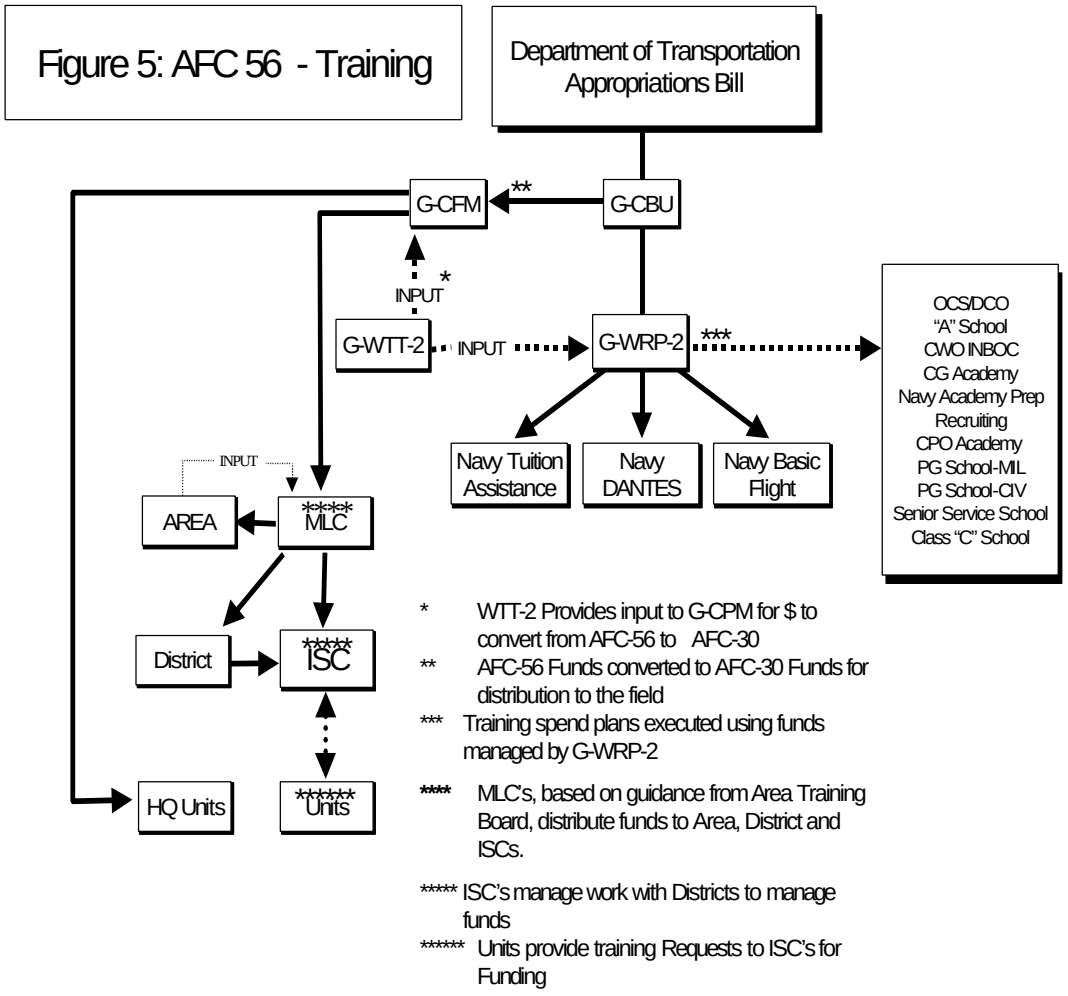


* Writes checks on account managed by G-WRP-2

h. AFC-56 – Training.

These fund formal training performed while on TAD for civilian and military personnel, including Reserve members in the RK, RP and RY programs and Auxiliarists. These funds are distributed by Commandant (G-CBU) to Commandant (G-CFM). Commandant (G-CFM), with input from Commandant (G-WTT-2), converts AFC-56 funds to AFC-30 funds and distributes them to the MLC's, District's and Headquarters Units. Commandant (G-WTT-2) serves as the program manager for AFC-56 and provides program guidance o the validity of the request, and how to best spend AFC-56 funds. MLC's, based on guidance from the Area Training Board, makes the distribution to the Area, District and MLC. ISCs work with the Districts to maintain funds. Units provide training requests to

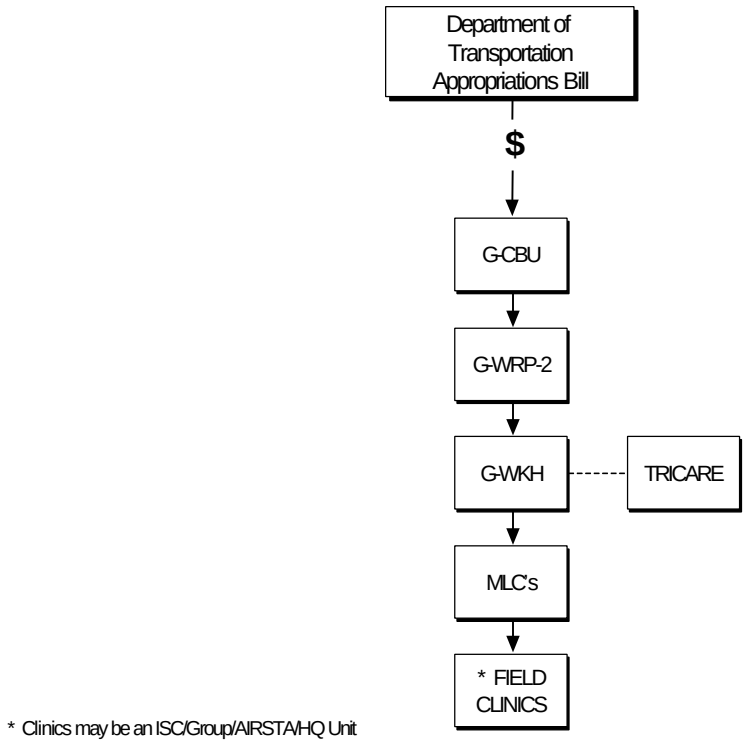
their respective ISC's for funding. Commandant (G-WRP-2), with input from Commandant (G-WTT-2), manages the AFC-56 funds that support the following training: OCS/DCO, "A" Schools, CWO Indoctrination, Coast Guard Academy, Naval Academy Prep, Recruiting, CPO Academy, PG School – Military; PG School – Civilian, Senior Service School, Basic Flight, DANTES, Tuition Assistance programs, and Class "C" Schools. Class "C" School Funding Process, COMDTINST 7302.2 (series) provides overall guidance on AFC-56 funding process. (See Figure 5)



i. AFC-57 – Medical.

These fund general expenses to support health care of military members and their dependents. They are distributed from Commandant (G-CBU) to Commandant (G-WRP-2). Commandant (G-WRP-2) provides funds to Commandant (G-WKH), where TRICARE is managed and funded. Commandant (G-WKH) distributes these funds to the MLC's for further distribution to clinics in the field. (See Figure 6)

Figure 6: AFC 57 - Medical



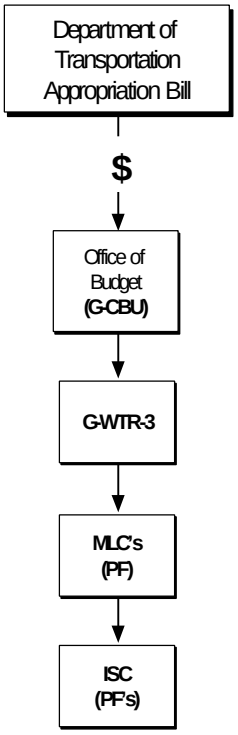
j. AFC-90 – Reserve Training Program Expense.

These funds are used to support initial training for RKII trainees; continuing training, including ADT, inactive duty drill pay, special active duty for training (SADT), and appropriate duty training; Maritime Academy Reserve Training (MARTP) trainees; administrative costs in direct support of the Reserve Program; Reserve training equipment; and drill program support. These funds are distributed from Commandant (G-CBU) to Commandant (G-WTR-3). Commandant (G-WTR-3) then disperses these funds to the MLC's Reserve program managers. The MLC's manage the funds distributed to the ISC's in support of the Reserve programs.

The Reserve Personnel Allowance List (RPAL) was officially developed in 1997 and reflected the priorities set by unit commanders. The current RPAL represents the highest priority billets given the Cost Guard's current

array of missions and emphasis on those missions. Reservist's are assigned to billets by Assignment Officers (AO) located in the ISC and/or District Offices. The general principle guiding assignments is to make the best match possible of available members to RPAL billets within the AO's area of responsibility. (See Figure 7)

Figure 7: AFC 90 - Reserve Training Program Expense



E. PERSONNEL AND TRAINING

1. Personnel

The cutter community has detailers specifically assigned to handle afloat officer billets. Enlisted billets are assigned by the specific rating detailer. Career planning information containing the necessary education and experience at each pay grade for various occupational fields is available in

The Coast Guard Officer Career Development Guidebook. The Guidebook is available on the web at http://www.uscg.mil/hq/g-w/g-wt/ocgb/index.htm.

2. Training

Enlisted apprentice training for the cutter community is conducted through "A" schools located at Training Center Yorktown, VA, Training Center Petaluma, CA, and on the job training through the "Striker" Program. The "Striker" Program is authorized by Article 5.E.1, Coast Guard Personnel Manual, COMDTINST M1000.6 (series). This program is an "on-the-job" training program for specific ratings, e.g., Boatswains Mate, Machinery Technician, Yeoman, Storekeeper, etc., not requiring an "A" school attendance.

The Coast Guard also operates integrated bridge simulators at New London, CT and at Portsmouth, VA. The C2CEN provides "C" school pipeline training on SCCS and new Integrated Ship Control System (ISCS) for the new WLBs/WLMs.

The Engineering and Weapons Branch at Training Center Yorktown include three schools that provide instruction in a wide variety of naval engineering/ machinery, electrical, damage control and weapons, and fire control skills. The school has extensive lab facilities to emphasize hands-on training critical to the development of skills needed to keep the Coast Guard cutter fleet operational.

There are five Regional Fish Training Center's throughout the Coast Guard. Each Center's goal is to increase the knowledge and professionalism of Coast Guard boarding personnel in general and fisheries law enforcement.

The cutter community is required to conduct unit specific training in accordance with the Cutter Training and Qualifications Manual, COMDTINST M3502.4 (series). Larger cutters (over 180') participate in the CART/TSTA process.

F. MAINTENANCE PROGRAM

Maintenance policy is contained in the Naval Engineering Manual, COMDTINST M9000.6 (series). The maintenance program is defined in the Preventive Maintenance System (PMS). The primary goal for cutter maintenance is to ensure the operational availability of the cutter. The key objective of this program is to ensure that assigned cutters and supporting material are safe, operable, and properly configured to meet mission requirements.

1. Levels of Maintenance

   All maintenance programs involve some combination of three levels of maintenance capabilities. In general terms, these levels are defined as:

   a. Organizational or Unit-Level Maintenance

      Organizational or Unit-Level Maintenance is the responsibility of and performed by the unit's assigned crew, MATs, or directly under their auspices (i.e., cutter-funded commercial contract). Typical maintenance items falling under this category involve:

      1) All preventive maintenance except that requiring tools or other resources not held on board or that requiring technical skills of personnel beyond those available in the crew.

      2) All facility maintenance except that requiring resources or skills beyond that normally available to the unit.

      3) All corrective maintenance except that requiring tools, parts, or other resources not held on board or that requiring technical skills of personnel beyond those available in the crew.

   b. Intermediate Maintenance

      Intermediate Maintenance is performed by designated maintenance activities in direct support of the unit and its assigned crew that is not organizational, nor depot level. In practice, only a small percentage of maintenance falls in this category. Typical maintenance items falling under this category involve:

      1) All preventive maintenance not falling under the organizational level.

      2) Facility or corrective maintenance requiring resources or skills beyond that normally available to the unit.

   c. Depot Maintenance

      Maintenance performed on equipment or material requiring major overhaul or a complete rebuild or parts, assemblies, subassemblies, and end-items, including the manufacture of parts, modifications, testing, and reclamation. Typically, maintenance items in this category can be performed only during dry-dock or dockside availability with commercial assistance, or they involve the removal of the affected equipment from the cutter for repair in an industrial facility ashore. For cutters, depot level maintenance represents the vast majority of conventional maintenance,

repair, and alterations beyond the organizational level capability. Typical maintenance items falling under this category involve:

1) All maintenance (both routine and emergency) requiring cutters to be dry-docked, major hull repairs to boats, and periodic major system overhauls done off the unit (other than boats with engine/reduction gear sets covered by Central Engine Overhaul (CEO)).

2) Facility maintenance requiring action by a shipyard such as major recoating of bilges, tanks, or voids; extensive tile or deck covering renewal; abrasive blasting/coating of the underwater body up to and including boot top.

3) Corrective maintenance requiring overhaul or replacement of major cutter components (main engines, boilers, deck machinery, etc.).

2. Types of Maintenance

Maintenance for cutters is separated into three types.

a. Planned Maintenance

1) Accomplished on a scheduled basis for the purpose of preempting failure based on time-in-service or accomplished based on reliability centered maintenance philosophy that can allow equipment degradation or even failure to occur prior to performing maintenance.

2) Also termed preventive maintenance or scheduled maintenance.

3) Formally documented in the Preventive Maintenance System (PMS) Manuals for each respective cutter class. The purpose of PMS is three-fold:

a) To provide uniform procedures for each maintenance item.

b) To correlate maintenance actions to available resource levels.

c) To streamline the schedule of work.

The PMS identifies the maintenance actions required, the frequency of each action, and the resources necessary to complete the actions

b. Corrective Maintenance

1) Accomplished to repair a casualty, which has already occurred.

2) Generally encompasses catastrophic failure due to:

a) Natural wear and tear.

b) Accidents (including fire, flooding, collision, and grounding).

c) Storms and unusual nature-driven incidents.

d) Rare occasions of willful damage.

3) Operational requirements act as the primary driver in determining how the damaged cutter will be returned to service or whether a replacement will be identified.

4) Repeated failures of equipment within a cutter class will typically become the basis for pursuing a ShipAlt, OrdAlt, ElectronAlt or Field Change.

c. Condition-Based Maintenance

1) Accomplished when specific conditions are found following inspections, tests, or monitoring.

2) Several types of CBM are used throughout this fleet such as: Full Power Trials, DEMPs, Lube Oil Analysis, Thermographic inspections, vibration analysis, main propulsion control and maintaining systems. Mainly work associated with the Diesel Engine Maintenance Program (DEMP).

3) The DEMPs program provides cost-effective maintenance by renewing engine components near the end of their useful lives without incurring an unacceptable risk of in-service failure.

4) Specific renewals are dictated by the conditions found and the capabilities and resources required to restore the affected components.

3. Repair/Inspection Cycles

a. All corrective repairs are accomplished as necessary to maintain the operational readiness of the cutters.

b. When needed repairs exceed the capability of the cutter for any reason (e.g., technical, funding, skills, and facilities), the cutter requests support from its respective group engineering staff where applicable using locally established methods.

c. The needed support is then provided by the support system that has been established within the AOR.

d. A Casualty Report (CASREP) is prepared when a piece of equipment malfunctions or is deficient and will not be repaired within 48 hours. This report, submitted within 24 hours of the deficiency, will provide detailed information to the MLC so that appropriate assistance can be provided to resolve the CASREP and enable to unit to perform its primary or secondary mission.

e. Availability aimed at accomplishing depot maintenance is typically conducted every three to four years depending on cutter class.

G. INFORMATION TECHNOLOGY SYSTEMS

1. Information Systems Specific for Cutters

There are no information systems that are specifically designed for boats.

2. Information Systems Specific for Vessels (Boats and Cutters)

a. Configuration Management Plus (CMplus)

1) CMplus will become the primary configuration, maintenance, inventory, and allowance-management system for all Coast Guard units managing cutter and standard boat parts inventories, replacing SCAMP. CMplus is the unit-level system designed to interface with the future Fleet Logistics System.

2) CMplus is being installed on the five major cutter classes (WAGB, WHEC, WMEC, WTGB, 110-foot WPB), designated new vessel acquisitions, NESUs, and ESUs. Planned for Coast Guard wide shore station use in SWIII for all standard boats.

b. Fleet Logistics System (FLS)

1) The Fleet Logistics System (FLS), currently under development, is hardware and software that will support selected vessels, non-aviation inventory control points, HQ, and MLCs. FLS will provide an effective, efficient logistics support system to support the provisioning and maintenance needs of 240 plus Coast Guard operational vessels and associated support facilities including MLCs, supply centers, naval engineering support units, bases, depots, and repair shops. FLS will have the following capabilities:

a) Supply support.

b) Inventory Management.

c) Cost accounting, historical data, and management information.

d) Interconnectivity.

e) Vessel reliability.

f) Logistics services.

g) Planned maintenance.

h) Standardization and interoperability with DoD.

2) FLS is to be used by the MLCs, MLC units, ELC and Headquarters.

c. Naval Engineering Technical Information Management System (NE-TIMS)

1) NE-TIMS consists of an electronic data base and associated hardware and software to manage, access, publish and distribute technical information (tech pubs, drawings, manuals, provisioning technical documentation and item files) in an electronic or paper format for hull, mechanical, electrical, ordnance and electronic equipment/systems.

2) It allows an electronic user access/interface to the system from the Coast Guard SWIII using the Microsoft Windows NT operating system.

3) NE-TIMS facilitates electronic import and export of data to and from commercial and Coast Guard software applications such as Supply Center Computer Replacement (SCCR), Fleet Logistics Systems (FLS) and CMplus.

d. Shipboard Computer-Aided Maintenance Program (SCAMP)

1) Provides basic maintenance management and inventory management capability needed at the unit level.

2) Used by stations, groups, ANT teams, cutters, air stations, and other Coast Guard units.

3) Is being replaced by CMplus in the SWIII environment.

d. Supply Center Computer Replacement (SCCR)

1) Provides allowancing, provisioning, wholesale and retail inventory management, procurement, fiscal accounting and other supply center related capability.

2) Provides capability to support CG Yard depot operations including pay reporting, fiscal accounting, and waterfront project tracking.

3) Used by the Engineering Logistics Center (ELC) and CG Yard.

4) Will monitor wholesale and retail inventory, procurements, technical and administrative systems support.

e. Ships Configuration and Logistics Support Information System (SCLSIS)

SCLSIS is a configuration data management program mandated by the Navy for Coast Guard use in reporting Navy Type Navy Owned ELEX and ORDNANCE equipment. SCLSIS is operated and maintained by the ELC.

2. Information Systems Not Specific to Cutters

a. Abstract of Operations (Aops)

1) Reports cutter, boat, and aircraft employment hours on a continuous basis. Generates information used by Headquarters program, facility, and support managers for planning, budgeting, and responding to Congressional and audit inquiries concerning operational statistics for aircraft, boats, cutters, boats assigned to cutters, and Aids-to-Navigation barges.

2) Used by all operational units, groups, districts, Areas and HQ.

b. Large Unit Financial System (LUFS-NT)

1) The USCG Large Unit Financial System for Windows NT (LUFS-NT), a government off-the-shelf system, is used CG-wide to achieve accounting and funds control; record commitments, obligations, and expenditures; create, process and approve procurement requests.

2) Used throughout the Coast Guard at large units, Groups, MLCs, Districts, Headquarters Units and Headquarters.

3) Transmits financial data to the Coast Guard Finance Center (FINCEN) update the Departmental Accounting and Financial Information Systems (DAFIS) and automates the reconciliation of DAFIS balances with local ledger accounts maintained in LUFS.

4) Interfaces with Coast Guard systems acting as their financial management and transmission vehicle.

c. Accountable Item Management (AIM) System

1) Provides physical inventory data of Electronics and General Purpose (GP) Property, as specified in the Property Management Manual, COMDTINST M4500.5 (series) by maintaining Electronic Inventory

Records (EIR) and GP property for those Coast Guard units which have not converted to Standard Workstation III (SWIII), Oracle Fixed Assets Module (FAM), and Configuration Management System (CMplus NT).

2) Supports accountability, physical inventory, and financial reporting activities required by Coast Guard and other agency directives.

3) Used by those units, which have not converted to SWIII, Oracle (FAM), and CMplus NT.

4) AIM is being phased out and replaced by Oracle (FAM). Oracle (FAM) will be the sole entry point for vehicles, aircraft, GP property, boats, capitalized government furnished equipment. Units will be required to enter the capitalized Electronics Test Equipment and capitalized Electronic Stand Alone Equipment into Oracle (FAM), as well.

d. Automated Requisition Management System (ARMS)

1) Processes requisitions for all Federal Supply System transactions.

2) Used by various Coast Guard units.

e. ORACLE Financials

ORACLE Financials is a commercial off-the-shelf financial software package to improve asset, project, inventory, and financial management in response to requirements of the Chief Financial Officers Act of 1990. ORACLE Financials is one of the only four Joint Financial Management Improvement Program (JFMIP) approved financial software applications allowed for use by the federal government. ORACLE Financial packages several applications into a tightly integrated financial information system. The core piece of the software suite is the ORACLE General Ledger application. Additional applications include ORACLE Purchasing, Payables, Fixed Assets, Project Accounting, Inventory, and Accounts Receivable. The entire application suite resides on an ORACLE Database in a HP Operating System environment. The current version is client-server that is being upgraded to a web-based version.

1) Integrated Financial and Asset Management System (IFAMS)

The development of an IFAMS addresses the asset management and project accounting based discrepancies noted in the DOT IG audit of the CFO Act required financial statements. IFAMS has been developed by integrating the capabilities of the ORACLE Financials General Ledger (with Federal Overlay), Fixed Assets, and Project Accounting modules with custom developed code which implements gaps and interfaces to

Coast Guard and DOT legacy systems. The Coast Guard successfully migrated asset management data from a number of government legacy systems into a centralized fixed asset and general ledger database replacing several asset management systems with one system.

2) ORACLE Financials Inventory System (OFIS)

The Coast Guard is implementing OFIS for use at the Coast Guard industrial facilities. OFIS replaces the legacy Industrial Management Information System (IMIS) and is tightly integrated with the other ORACLE Financial applications.

3) Source Data Automation II (SDAII)

   a) Collects data on events that change a military member's pay.

   b) Transmits the data to HRSIC for processing.

   c) Runs on SWSII.

   d) Will be replaced by the Coast Guard Human Resource Management System (CGHRMS). Commercial off-the-shelf software, CGHRMS will incorporate PMIS/JUMPS II as its pay module. PMIS/JUMPS II will replace the functions currently performed by SDAII.

   e) Used by HRSIC and PERSRUs.

4) Coast Guard Human Resource Management System (CGHRMS)

   a) Commercial off-the-shelf human resource management software.

   b) Replaces SDAII, PMIS, and the Personnel Decision Systems (PDS).

5) Personnel Decision System (PDS)

   Used by CGPC Assignment Officers to track the location and assignment of all military personnel.

6) Defense Enrollment Eligibility Reporting System (DEERS)

   a) Collects information used to approve military benefits (e.g., medical care, exchange, commissary, and entitlement to MWR programs).

   b) Used by all ID Card Issuing Activities and medical clinics.

H. PERFORMANCE MEASURES

The performance of this platform is not monitored by a comprehensive, enterprise-wide measurement system. However, performance metrics is available within various information systems. In addition, performance measures are maintained at some operational levels in varying levels of detail. Enclosure (9) provides generic measures maintained by some cutters.

1. COMMAND, CONTROL, COMMUNICATIONS, COMPUTER AND INFORMATION (C4I) SYSTEMS LOGISTICS

C4I logistics provides command, control, communications, computers and information systems in support of Coast Guard missions. Commandant (G-SC) provides direction and supervision to the Office of Computer Systems, Office of Electronic Systems, and Office of Communications Systems.

A. PLATFORMS

The Coast Guard operates numerous electronic systems that support all of its missions. These systems are:

1. Communications Systems: Transmitters, receivers, antennas, switchboards, patch panels, and public address systems.

2. Depth sounding system.

3. Navigation Systems: Loran-C, Differential Global Positioning Systems (DGPS), direction finders, transponders and Vessel Traffic Systems (VTS).

4. Radar Systems: Surface search radars, air search radars and associated distribution and display systems.

5. Navy Type Navy Owned (NTNO) Systems: Identification Friend/Foe (IFF), Electronics Surveillance Measures (ESM), cryptographic equipment, and associated test sets.

6. Lighthouse Electronic Systems: Fog detectors, Aid Control and Monitor Systems (ACMS), fog horns, emergency fog horns, various types of lights and emergency lights, generator control systems and data links.

7. Computer systems: Computer equipment that is an integral part of a mission essential, operations system. This includes any processor or peripheral equipment receiving Coast Guard or Navy maintenance support. Coast Guard Standard Workstation (CGSW) equipment used as part of a standard navigation or communication system.

8. Electronic Test Equipment: All electronic test equipment.

9. Monitors and cameras used specifically for Vessel Traffic Systems (VTS) operations and supported shipboard configurations.

B. POLICIES

The primary policy document that specifically addresses electronics management issues for the Coast Guard is:

1. Electronics Manual, COMDTINST M10550.25 (series) - this Manual prescribes policy, standards, instructions, and capabilities germane to all phases of electronics operations.

2. Telecommunications Manual, COMDTINST M2000.3 (series) - This Manual establishes policy and prescribes procedures for the administration and operation of the Coast Guard Telecommunications System

3. U.S. Coast Guard Command, Control, Communications, Computer and Intelligence (C4I) Objective Architecture and Transition Plan, COMDINST 3090.7 (series). This Instruction promulgates the Coast Guard Command, Control Communications, Computer and Intelligence (C4I) Objective Architecture and Transition Plan.

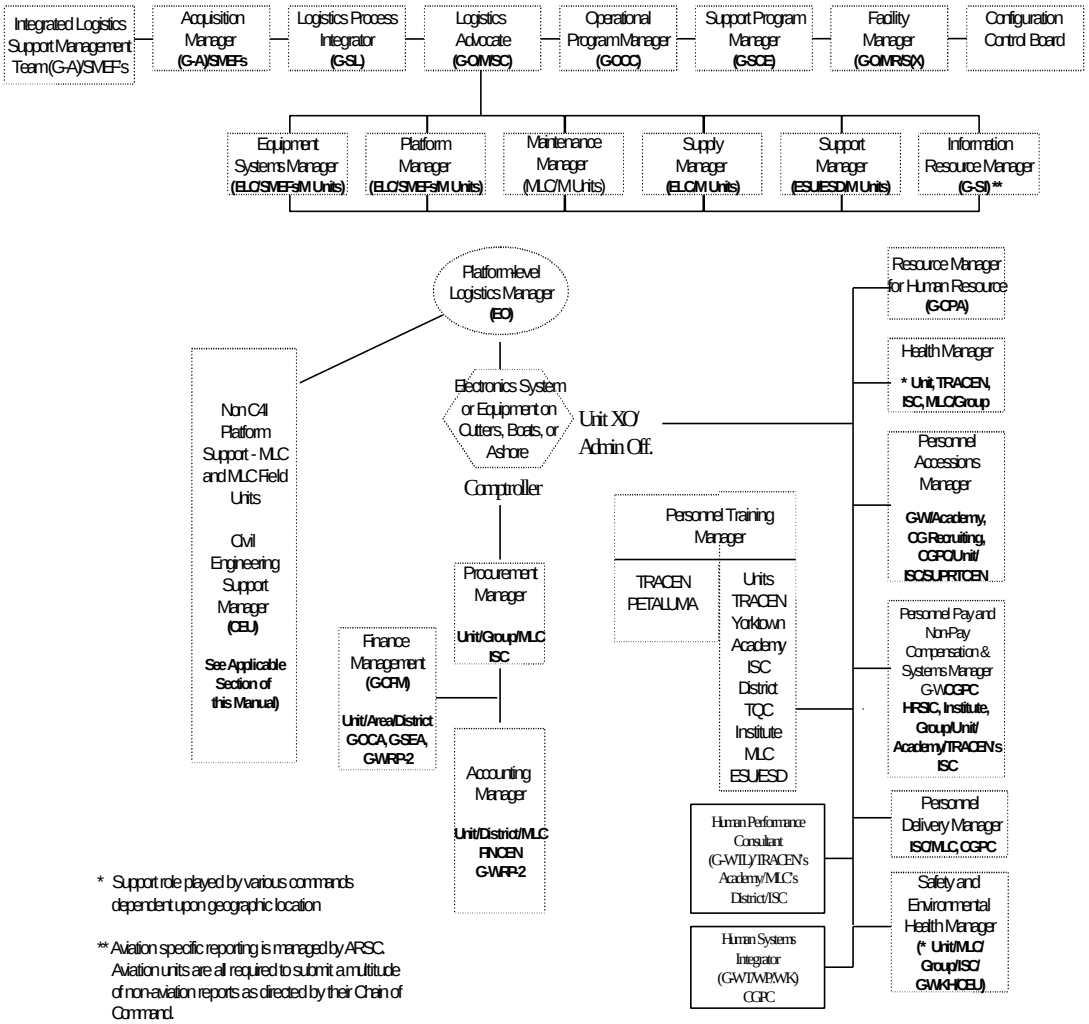
4. U.S. Coast Guard Command, Control, Communications, Computer and Intelligence (4I) Baseline, COMDTINST 3090.6 (series).

5. Other applicable policy documents are listed in Enclosure (8).

C. SUPPORT ROLES, RESPONSIBILITIES AND ORGANIZATIONS

1. Figure 1 displays the key players and partners in the life cycle of C4I throughout the Coast Guard.

Figure 1: C4I Life Cycle Roles



2. Configuration and maintenance management of electronic systems is attained through a decentralized organization centered on engineering facilities that have been designated as a Systems Management and Engineering Facility (SMEF). There are three SMEFs designated in the Coast Guard. They are the C2CEN, TISCOM, and LSU. A SMEF has responsibility for the following areas:

   a. Maintenance Management - The SMEF's responsibility is to ensure that acquisition specifications, maintenance support outlines, and systems requirements specifications state who will provide maintenance and at what level.

b. Configuration Management - The SMEF is responsible for maintaining all technical data, evaluating proposed changes to the configuration baseline, managing the implementation of approved changes, configuration status accounting, and monitoring of the field configuration.

c. Performance Monitoring - SMEFs monitor the technical performance of specified equipment or computer software by reviewing technical and operational data and reports to identify potential problem areas. If problem areas are identified, the SMEF develops proposed configuration changes to correct the identified problems.

d. Technical Liaison - The SMEF is the prime point of contact for technical liaison and information for the SMEF equipment and assigned computer software. As such, the SMEF directly liaisons with MLCs, district commanders, other headquarters units, and commercial manufacturers and suppliers of electronic equipment or software for the purpose of exchanging technical information about SMEF equipment and computer software or their applications.

e. Dissemination of Technical Information - The SMEF is responsible for disseminating directive and information media to all concerned as follows: Directive Information, Non-Directive Information, Field Change Bulletins, Depot Change Information, Software Change Notices and SMEF advisories.

3. The current electronics logistics support organization for the Coast Guard is shown in Figure 1. In addition to the roles identified in this figure, the Assistant Commandant for Human Resources, Commandant (G-W), Finance Manager, Commandant (G-CFM), Environmental Manager, Commandant (G-SEC), and Logistics Process Integrator, Commandant (G-SL) roles are common to all platforms and are explained in Chapter 1.

4. The key participants in the C4I maintenance organization are:

a. Headquarters as the source of general policy, funds (AFC 42 and 30), and the assignment of personnel.

b. Systems Management and Engineering Facilities (SMEFs) for equipment management and technical expertise, and industrial capability (C2CEN, TISCOM, and LSU).

c. Districts for unit support and distribution of AFC 30 funds.

d. Engineering Logistics Center (ELC).

e. Maintenance & Logistics Commands (MLC).

f. Units.

5. A short description of each Office/Unit heavily involved in C4I support follows.

   a. Units

      Coast Guard unit that has Command, Control, Communications, Computer and Information (C4I) Systems capability.

   b. Electronic Systems Support Units (ESUs)/Electronic Systems Support Detachments (ESDs)

      ESU/ESD's provide Organizational, Intermediate and Depot level electronic system support to all units. They provide organizational support to Groups, Stations and boats due to these units no longer having technical personnel. The ESU's are managed and supported by the MLC and provide oversight for the ESD's in their area. ESU's perform the support manager role for non-aviation electronics.

      ESU/ESD's are strategically located to provide quick response to technical problems or assistance requests. There are four classes of facilities (A, B, C, and D) that are assigned to each ESU/ESD. Each class describes the capabilities of a given facility. These are:

      1) Class A Facility. These facilities are equipped to install, repair, modify, and overhaul most electronic equipment, certain electronic modules, telephone, teletype, public address, and intercom systems. They maintain a stock of electronic replacement equipment and parts for routine repairs and emergency use. This type facility may also provide minor test equipment calibration and repair. They maintain liaison with local power and telephone companies and may also have capabilities for repairing power, telephone, and submarine cables. This type of facility is usually co-located with an Integrated Support Command where complete major overhauls, refurbishing, and retrofits can be accomplished.

      2) Class B Facility. These facilities are equipped to install, repair, modify, and overhaul most electronic equipment and systems and certain electronic modules. They maintain a stock of electronic replacement equipment and parts for routine repairs and emergency use. This type facility may also provide minor test equipment calibration and repair. This type of facility is usually co-located with an Integrated Support Command where complete major overhauls, refurbishing, and retrofits can be accomplished.

      3) Class C Facility. These facilities are capable of installing, repairing, modifying, and overhauling electronic equipment, telephone, teletype, public address, intercom systems and electronic modules not requiring

industrial facilities. They maintain a limited stock of electronic replacement parts for routine repairs and emergency use. They may also have capabilities for repairing power, telephone, and submarine cables. This type of facility may be located with a group, communications station, or other unit.

4) Class D Facility. These facilities are capable of installing, repairing, modifying, and overhauling electronic equipment and electronic modules not requiring industrial facilities. They maintain a limited stock of electronic replacement parts for routine repairs and emergency use. This type of facility may be located with a group, communication station, or other unit.

Under the Commanding Officer or Officer in Charge, the primary individual charged with providing electronics logistics is the Electronics Material Officer (EMO). This is the Platform Level Logistics Manager in the ECONOP. The EMO, when assigned, is responsible for the readiness of all electronics equipment and for administration of the electronics support program at the unit level. There are 10 ESU's throughout the Coast Guard. They are:

Electronics Support Units	
Atlantic	Pacific
ESU Boston, MA	ESU Alameda, CA
ESU Portsmouth, VA	ESU Seattle, WA
ESU Miami, FL	ESU Honolulu, HI
ESU New Orleans, LA	ESU Kodiak, AK
ESU St. Louis, MO	
ESU Cleveland, OH	

c. Command and Control Engineering Center, Portsmouth, VA, (C2CEN)

C2CEN, under the guidance of the Chief, Office of Electronics Systems, Commandant (G-SCE) is the SMEF for:

1) All command and control systems.

2) VTS systems and equipment.

3) All electronic sensors and Short Range Aids to Navigation (SRAN) including Unified Build Command & Control Systems.

C2CEN provides hardware, software, and maintenance support for all assigned systems and personnel training support for selected command and control systems. C2CEN also provides Depot Level Repair (DLR) support for COMDAC equipment.

d. Telecommunications and Information Systems Command, Alexandria, VA, (TISCOM)

TISCOM is under the control and supervision of the Chief, Office of Communications Systems, Commandant (G-SCT). TISCOM provides equipment engineering services, software development, and technical support for a variety of information and computer systems, telecommunication equipment and systems, and related projects. TISCOM is the SMEF for all telecommunications equipment and systems and for the Coast Guard Standard Workstation computer equipment.

e. Loran Support Unit, Wildwood, NJ, (LSU)

Under the control of Commandant (G-SCE), the Loran Support Unit provides the equipment, software, engineering, and technical support for the Loran-C navigation system through a variety of projects, including design, modification, and field testing of electronic equipment. LSU is also assigned as the SMEF for all Loran-C system equipment and Coast Guard Loran-C software.

f. Operations Systems Center, Martinsburg, WV, (OSC)

OSC is under the control and direction of the Chief, Office of Computer Systems, Commandant (G-SCC). OSC develops, supports, and maintains large, specific operationally and/or administrative focused information systems, databases and services for service wide support. Some of these systems include Automated Merchant Vessel Reporting (AMVER), Law Enforcement Information System (LEIS), Accountable Item Management (AIM) database, Loran-C Operations Information System II (LOIS-II), Aids to Navigation Information System (Atonis), Computer Aided Search Planning (CASP), Shipboard Computer Aided Maintenance Program (SCAMP), Configuration Management Plus (CMplus), and the Fleet Logistics System (FLS). OSC also provides information system disaster recovery planning and Coast Guard developed software technical support and services.

g. Engineering Logistics Center, Baltimore, MD, (ELC)

Under the administrative control and direction of the Chief, Office of Naval Engineering, Commandant (G-SEN), the ELC is designated as the Inventory Control Point (ICP) for Coast Guard controlled electronics equipment and material. Under the technical guidance of Commandant (G-SCE), Commandant (G-SCC), TISCOM, and C2CEN, the ELC procures, inspects, stores, inventories, controls, accounts for, issues and distributes electronics and computer material and equipment to Coast Guard units.

Working closely with the SMEFs, the ELC also manages the overhaul, modification and repair of many types of electronics and computer equipment, assemblies, and components. The ELC performs the role of the ECONOP supply manager for electronics.

h. Navigation Center, Alexandria, VA, (NAVCEN)

NAVCEN is under the control and direction of Chief, Office of Aids to Navigation, Commandant (G-OPN) and is a tenant command of TISCOM. The principal mission of NAVCEN is to ensure that the Coast Guard operated Radio navigation systems, Loran-C and DGPS, provide dependable navigation information to all users. NAVCEN receives technical guidance and support from the Command, Control, and Computer (C4) Directorate, Commandant (G-SC), C2CEN, and Loran Support Unit (LSU).

i. Maintenance and Logistics Command (MLC)

The MLCs provide electronics, telecommunications site, and information resource management and intermediate technical support to their respective area and district units including shore and floating units and at nonstaffed sites. The MLCs are responsible to their Area and District Commanders for the proper installation, operation, maintenance, and modification of all electronics, telecommunications and Information Resource Management (IRM) equipment and software that are beyond a unit's capabilities. This includes planning, budgeting, and management of funds, and developing annual budget submissions to Headquarters.

Requests for MLC assistance from other units are made through the chain of command. The MLC's perform the ECONOP Maintenance Manager role for electronics.

j. Office of Electronic Systems, Commandant (G-SCE)

Commandant (G-SCE) is responsible for coordinating the planning, acquisition, administration, support, and maintenance of all electronic equipment (less avionics Commandant (G-SEA) and weapons fire control systems Commandant (G-SEN)) in support of Coast Guard missions. This responsibility includes command and control systems, sensor systems, long range electronic navigation aids, short range electronic aids to navigation, radio aids and remote control and monitor systems. Commandant (G-SCE) provides direct oversight of the Command & Control Engineering Center (C2CEN) and LSU.

k. Office of Communications Systems, Commandant (G-SCT)

Commandant (G-SCT) is the program manager for telecommunications systems, which includes voice, message, data and image transport services to Coast Guard units, including connection to external agencies and the maritime community. It establishes policy and procedures for operation of all Coast Guard telecommunications systems. Commandant (G-SCT) is the facility manager for the Coast Guard telecommunications systems, which includes telecommunication networks, communication stations, communication centers. Commandant (G-SCT) provides direct oversight of the Telecommunications & Information Systems Command (TISCOM). Commandant (G-SCT) oversees Coast Guard spectrum management issues.

l. Office of Computer Systems, Commandant (G-SCC)

Commandant (G-SCC) sets policy and standards for the use and support of computers and information systems to optimize the effectiveness and efficiency of the Coast Guard. Commandant (G-SCC) provides direct oversight of the Operations Systems Center (OSC).

6. The following organizations also support C4I.

a. Activities and Groups

Activities and Groups are district units that execute Coast Guard operations in a specific geographical area. Activities and Groups generally rely upon the MLC support infrastructure to provide logistic support to their units. Groups and Activities provide personnel administration, finance, procurement, Reserve management, PERSRU and medical administration, safety and environmental health, and administer and deliver non-pay compensation programs.

b. Air Stations (AIRSTA)

AIRSTAs are district units that provide aviation assets to Coast Guard missions. The Chief, Office of Aeronautical Engineering, Commandant (G-SEA) is responsible for the direction and supervision of all the aviation electronic maintenance in the Coast Guard. The general organization, responsibilities, procedures, and policies for administrating the avionics section at AIRSTAs are contained in the Air Operations Manual, COMDTINST M3710.1 (series).

c. Integrated Support Commands (ISCs)

The ISCs' provide a wide range of personnel, financial and procurement, and worklife programs services required by operational units in the ISCs'

AOR. The following services are provided by some ISC's: PERSRU, health care and depot industrial services.

There are twelve ISCs at the following locations:

υ Ketchikan, AK	υ New Orleans, LA
υ Kodiak, AK	υ Boston, MA
υ Alameda, CA	υ St. Louis, MO
υ San Pedro, CA	υ Cleveland, OH
υ Miami, FL	υ Portsmouth, VA
υ Honolulu, HI	υ Seattle, WA

There are three types of ISC's according to the level of support services they can provide: industrial, partial industrial and non-industrial. Of the above, only two are full time participants in boat maintenance (industrial); ISC Boston and ISC Portsmouth. These two ISC's function much like groups; they provide local capability when it doesn't exist at a lower level, and the daily activity for boats assigned to local stations mimic that of a typical group.

ISC's Boston, Portsmouth, Miami, New Orleans, St. Louis, San Pedro, Alameda, Honolulu, and Ketchikan have industrial facilities that provide intermediate and depot level maintenance services for small boats. ISC Ketchikan provides naval engineering and industrial support staff for cutters and boats. Boat maintenance is facilitated by the partnership between the Naval Engineering Branch and the Industrial Branch, both work directly for the Facilities and Industrial Engineering Officer.

d. District Offices

Districts have an operational mission function, as opposed to the logistics, maintenance and support functions. Districts depend upon the MLCs and the ESUs for new installations, alterations of existing equipment, and electronics maintenance needs.

e. Research & Development Center, Groton, CT, (R&DCEN)

R&DCEN, under the guidance of the Chief, Office of Research & Development, Commandant (G-SIR), conducts applied research and develops operational techniques, concepts, systems, equipment and materials in support of the Coast Guard's electronic programs as well as support for operational and regulatory programs.

f. Coast Guard Yard, Curtis Bay, MD, (CG YARD)

CG YARD, under the control of the Chief, Office of Naval Engineering, Commandant (G-SEN), repairs and alters cutters and their equipment. Within the industrial department are a variety of shops, including Shop 32, Electronics Repair, which can perform repair, overhaul and production projects from a single task to a production level project.

g. Coast Guard Training Quota Management Center (TQC)

Training Quota Management Center (TQC) acts as order issuing authority for Headquarters program funded Class "C" training, including mandatory pre-arrival training (pipeline) and formal school requirements as outlined in Headquarters Program Managers training plans. Use/maintain Training Management System (TMS) database with respect to all Class "C" courses including: convening dates, quota availability, and entitlement verification. Acts as liaison between Headquarters program managers and DoD quota management centers to obtain quotas in DoD sponsored courses. Assists Commandant (G-WTT) with publication and update of annual FY-00 Class Convening Schedule for Coast Guard Class "C" Resident and Exportable Training Courses, COMDTNOTE 1540.

h. Area Commands

Neither Area Command provides direct electronics logistics support.

i. Office of Chief Financial Management Division, Commandant (G-CFM-2)

Commandant (G-CFM-2) manages the annual Operating and Maintenance Funds (AFC-30) allotment process including administering the Area, MLC, District and training center budget models. It develops, maintains and evaluates broad policy and guidance related to financial management, operations, personnel and training.

Commandant (G-CFM-3) manages the following programs: Personal property; travel card; operating materials and supplies; mass transit; and Chief Financial Officer (CFO) Act Requirements.

j. Director of Health and Safety, Commandant (G-WK)

Commandant (G-WK) ensures that quality and timely health care is provided to Coast Guard beneficiaries; provides "on scene" medical support for operational missions; and provides protection to the workforce from safety hazards and terrorist threats.

k. Director of Personnel Management, Commandant (G-WP)

Commandant (G-WP) develops and maintains personnel systems and support programs which promote the effective use of military and civilian human resources; recruiting and hiring service members and employees; manages all aspects of career transition for Coast Guard employees; and provides compensation and benefit programs. Commandant (G-WPM) is the program manager for the Coast Guard Personnel Command and Recruiting Center.

l. Director of Reserve and Training, Commandant (G-WT)

Commandant (G-WT) is the facility manager for assigned Headquarters training units. It develops the advanced training portion of the annual training plan for all Coast Guard short-term training. Commandant (G-WT) also oversees the Reserve Personnel Management program. Commandant (G-WT) is the AFC-56 (training) account program manager.

D. FUNDING

1. There are two types of funding involved with electronics systems: acquisition funds and sustainment funds.

   a. Acquisition funds are used to obtain new electronic assets and to incorporate major improvements into current assets. Most acquisition of electronics equipment is funded either through OE or as part of another major platform acquisition program

   b. Sustainment funding is used to maintain and support existing operating and related supporting assets. Sustainment funding for electronics equipment comes from two sources: AFC-42 and Navy funding for Navy-owned Coast Guard equipment.

      Exceptions to this funding policy are: Coast Guard avionics are supported through AFC-41; replacement and major structural maintenance of Loran-C and other transmitting towers over 100 feet tall are supported by AFC-43; and procurement, maintenance, and support of non-standard computer hardware and software is supported by AFC-30.

      AFC-42 is for the procurement, replacement, installation, and major maintenance and system support of standard electronic systems deployed on Coast Guard cutters, boats, and shore facilities. Policies and procedures for the planning, requesting and administration of Navy AFC-30 and AFC-42 funds are contained in the Support of Navy-Owned Electronics Equipment, COMDTINST 7100.2 (series).

2. OE Funding Descriptions

a. AFC-30 – Operating and Maintenance.

These funds provide support for leased communication circuits; communications services and expenses; recurring maintenance and repair of electronics equipment installations; ground and ship-based electronics equipment including communications equipment and Aids to Navigation used to support aircraft operations, when not meeting the criteria for funding under AFC-42. These funds provide maintenance of towers not meeting the criteria for funding from AFC-43 or AFC-42, procurement, installation and maintenance of general-purpose IRM hardware and software. AFC-30 does not provide funds for a specific 4X/5X project, part of a C2 system, or qualifies for AC&I; and ADP services, including timesharing, development of software, systems analyst and/or programming services, and system operation maintenance.

These funds are distributed by Commandant (G-CFM) using the District/MLC budget model that is based on Standard Support Levels (SSL) for the number of platforms and types in each AOR. A portion of the funding is often retained at organizational levels higher than the platform to provide centrally managed resource for unexpected requirements. (See Figure 2)

b. AFC-42 – Telecommunications.

These funds are depot level maintenance expenses incurred for electronics equipment and systems on boats, cutters, and shore units including ground and ship based communications equipment and Aids to Navigation (ATON). (See Figure 2)

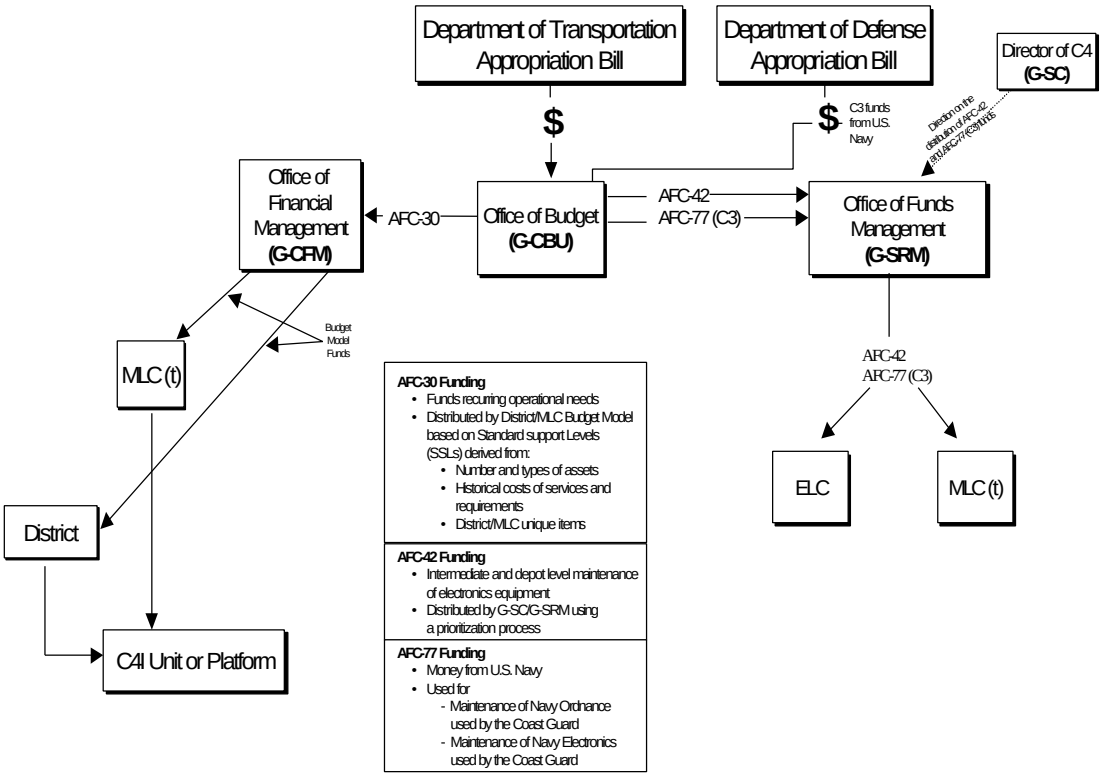
c. AFC-43 – Civil Engineering.

These funds are depot level maintenance expenses incurred in the shore unit program. This includes the replacement and major structural maintenance of Loran-C and transmitting towers over 100 feet tall. (See Figure 2)

d. AFC-77 – Navy Support

These are funds received from the Navy in support of Navy-owned Coast Guard equipment. These funds are managed by Commandant (G-SRM) and distributed to MLC (t) and ELC. (See Figure 2)

Figure 2: AFC Funds Distribution for C4I



e. AFC-01 – Military Pay.

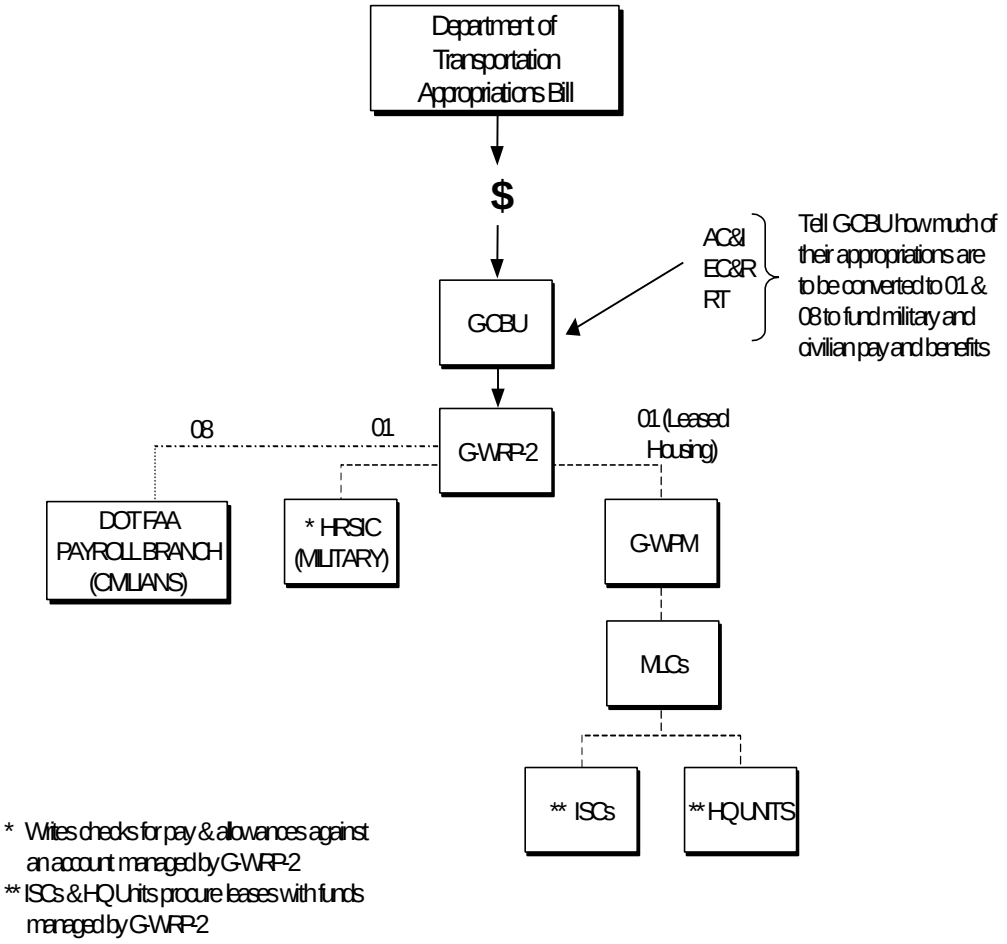
These funds provides compensation, subsistence rations and entitlements for active duty, cadets, and Reserve members undergoing Initial Active Duty Training (IADT). These funds are distributed by Commandant (G-CBU) to Commandant (G-WRP-2). Commandant (G-WRP-2) manages these funds and is disbursed by HRSIC for pay and allowances. Commandant (G-WPM-4) manages and funds the leased housing program through the MLC's, ISC's and Headquarters Units. (See Figure 3)

f. AFC-08 – Civilian Pay.

These funds provide for expenses related to compensation and entitlements for Federal Civilian Employees. This includes civilian

employees not otherwise covered by other pay accounts. These funds are distributed by Commandant (G-CBU) to Commandant (G-WRP-2). Commandant (G-WRP-2) manages these funds and is disbursed by the Department of Transportation's Federal Aviation Association Payroll Branch for pay and allowances to civilian personnel. (See Figure 3)

Figure 3: AFC-01& 08 - Military and Civilian Pay

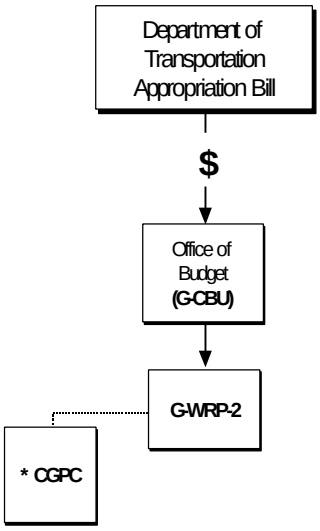


g. AFC-20 – Permanent Change of Station (PCS).

These funds provide travel and transportation expenses incident to PCS orders for military members and dependents. These funds are distributed

by Commandant (G-CBU) to Commandant (G-WRP-2). Commandant (G-WRP-2) manages these funds and is dispersed through the Coast Guard Personnel Command (opm/epm) for PCS transfers. (See Figure 4)

Figure 4: AFC 20 - PCS



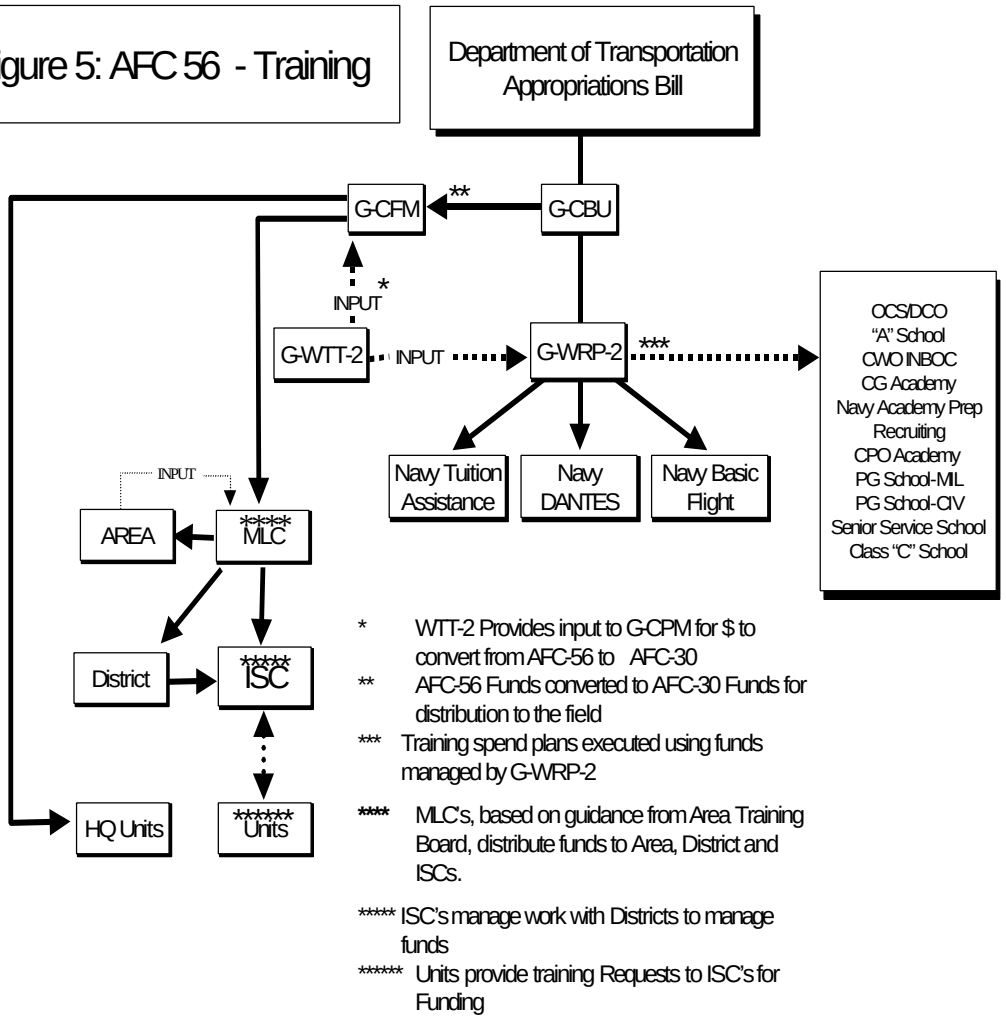
* Writes checks on account managed by G-WRP-2

h. AFC-56 – Training.

These fund formal training performed while on TAD for civilian and military personnel, including Reserve members in the RK, RP and RY programs and Auxiliarists. These funds are distributed by Commandant (G-CBU) to Commandant (G-CFM). Commandant (G-CFM), with input from Commandant (G-WTT-2), converts AFC-56 funds to AFC-30 funds and distributes them to the MLC's, District's and Headquarters Units. Commandant (G-WTT-2) serves as the program manager for AFC-56 and provides program guidance o the validity of the request, and how to best spend these funds. MLC's, based on guidance from the Area Training

Board, makes the distribution to the Area, District and MLC. ISCs work with the Districts to maintain funds. Units provide training requests to their respective ISC's for funding. Commandant (G-WRP-2), with input from Commandant (G-WTT-2), manages the AFC-56 funds that support the following training: OCS/DCO, "A" Schools, CWO Indoctrination, Coast Guard Academy, Naval Academy Prep, Recruiting, CPO Academy, PG School – Military; PG School – Civilian, Senior Service School, Basic Flight, DANTES, Tuition Assistance programs, and Class "C" Schools. Class "C" School Funding Process, COMDTINST 7302.2 (series) provides overall guidance on AFC-56 funding process. (See Figure 5)

Figure 5: AFC 56 - Training

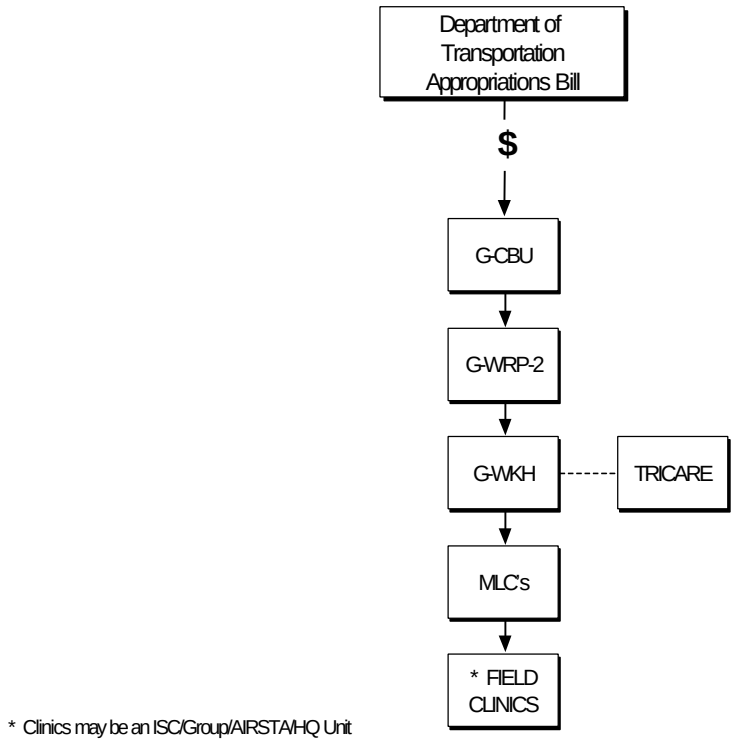


i. AFC-57 – Medical.

These fund general expenses to support health care of military members and their dependents. These funds are distributed from Commandant (G-CBU) to Commandant (G-WRP-2). Commandant (G-WRP-2)

provides funds to Commandant (G-WKH), where TRICARE is managed and funded. Commandant (G-WKH) distributes these funds to the MLC's for further distribution to clinics in the field. (See Figure 6)

Figure 6: AFC 57 - Medical

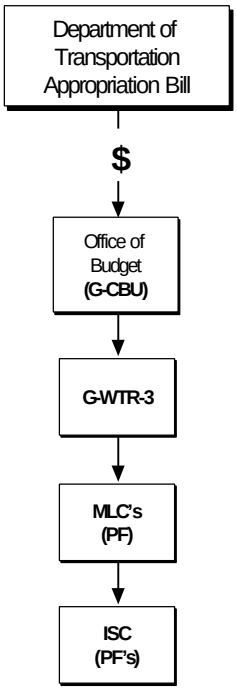


j. AFC-90 – Reserve Training Program Expense.

These funds are used to support initial training for RKII trainees; continuing training, including ADT, inactive duty drill pay, special active duty for training (SADT), and appropriate duty training, Maritime Academy Reserve Training (MARTP) trainees, administrative costs in direct support of the Reserve Program, Reserve training equipment; and drill program support. The funds are distributed from Commandant (G-CBU) to Commandant (G-WTR-3). Commandant (G-WTR-3) then disperses these funds to the MLC's Reserve program managers. The MLC's manage the funds distributed to the ISC's in support of the Reserve programs.

The Reserve Personnel Allowance List (RPAL) was officially developed in 1997 and reflected the priorities set by unit commanders. The current RPAL represents the highest priority billets given the Cost Guard's current array of missions and emphasis on those missions. Reservist's are assigned to billets by Assignment Officers (AO) located in the ISC and/or District Offices. The general principle guiding assignments is to make the best match possible of available members to RPAL billets within the AO's area of responsibility. (See Figure 7)

Figure 7: AFC 90 - Reserve Training Program Expense



E. PERSONNEL AND TRAINING

1. Personnel

   The C4I community has detailers specifically assigned to handle ashore operational officer billets. These billets are filled by the Academy, OCS, direct commission or special programs designed to bolster the officer corps in C4I technology.

   Enlisted billets are assigned by the specific rating detailer.

   Support billets are assigned based upon ratings and qualifications.

   Career planning information containing the necessary education and experience at each pay grade for various occupational fields is available in *The Coast Guard Officer Career Development Guidebook*. The Guidebook is available on the web at http://www.uscg.mil/hq/g-w/g-wt/ocgb/index.htm.

2. Training

   Apprentice training for the C4I community is conducted through "A" schools located at Training Center Yorktown, VA, and Training Center Petaluma, CA. The Coast Guard also operates Communications Training Labs at Petaluma, CA and at Portsmouth, VA. Personnel are also selected for the ACET program that leads to a degree (AA or BS) in C4I technology. Officers receive training/education from the Coast Guard Academy or post-graduate education in C4I technology.

F. MAINTENANCE PROGRAM

The Coast Guard electronics maintenance system is a combination of United States Navy, commercial systems, and Coast Guard-developed procedures; the functions included in this maintenance system are inspection, repair, overhaul, modification, preservation, testing, and condition or performance analysis.

1. Levels of Maintenance

   Electronics equipment maintenance is accomplished at three levels: organizational, intermediate and depot level maintenance. In general terms, these levels are defined as:

   a. Organizational Level Maintenance

      1) On-site maintenance performed on a unit's equipment by personnel assigned to that unit.

      2) Can be planned/preventive in nature or unplanned/corrective.

3) Includes periodic inspections and minor repairs (corrective maintenance which can be accomplished with standard tools and within the technical skills available within the maintenance workforce).

4) Specifically, this level of maintenance includes inspecting, servicing, lubricating, adjusting, and replacing components, minor assemblies, and subassemblies; it also consists of calibrating, repairing or replacing damaged or unserviceable parts, components, and assemblies as well as modifying materiel, emergency manufacturing of unavailable parts; and developing/providing internal technical assistance.

b. Intermediate Maintenance

1) Includes maintenance, technical assistance or site maintenance provided by designated field maintenance activities in direct support of organizational level units.

2) Is performed by activities such as ESUs, group maintenance personnel or commercial repair facilities.

c. Depot Maintenance

1) Includes maintenance, technical assistance or site maintenance provided by designated field maintenance activities in direct support of organizational level units.

2) Consists of repairing, modifying, overhauling, reclaiming, or rebuilding parts, assemblies, subassemblies, components and end items, emergency manufacturing of unavailable parts, and providing extensive, detailed technical assistance to using activities.

3) Involves extensive shop facilities and equipment, and personnel of higher technical skill than are normally available at lower levels of maintenance

2. Types of Maintenance

a. Maintenance for electronics is separated into three types.

1) Planned (or Preventive) Maintenance

a) Done on a scheduled basis for the purpose of preempting failure based on time-in-service. Also called preventive or scheduled maintenance.

b) Consists of a schedule of tests, adjustments, inspections, cleaning, lubrication and preservation to maintain equipment performance at design standards.

c) These may be daily, weekly, monthly, etc. depending on the requirements outlined in the Coast Guard Planned Maintenance System (CGPMS). The purpose of this system is three-fold:

1. Provide a standardized planned maintenance program for electronic equipment within the Coast Guard as well as the necessary and required tools to plan, schedule, and perform effective planned/preventive maintenance.

2. Serve as a training tool for the inexperienced technician for new equipment familiarization

3. Provide maintenance hour's data that is used to model staffing standards for Coast Guard units.

d) The administration of planned maintenance at the organizational level is done through two systems: CGPMS and Navy Planned Maintenance System (NPMS).

CGPMS was developed by Commandant (G-SCE) as a standardized planned mandatory maintenance program for Coast Guard electronic equipment. The ELC is assigned responsibility for administering, planning, developing, implementing, maintaining, and supporting CGPMS.

1. NPMS is a Navy developed system that also provides planned maintenance procedures for Navy electronics equipment. Coast Guard units are expected to use NPMS for Navy-owned or Navy-type Coast Guard-owned equipment.

2) Unscheduled (Corrective) Maintenance

a) Accomplished to repair a casualty that has already occurred.

b) Objective is to repair and restore failed equipment to performance specifications as quickly as possible.

c) Generally encompasses catastrophic failure due to natural wear and tear, accidents, storms and unusual nature-driven incidents, and rare occasions of willful damage.

d) Specifications for and types of work required depend on the actions necessary to correct the condition, and the capabilities

provided from available service providers, whether governmental or commercial.

3) Condition-Based Maintenance

a) Accomplished when specific conditions are found following inspections, tests, or monitoring programs.

b) Generally encompasses work resulting from a continual assessment of the condition of key parameters associated with the operations of a platform.

c) Is usually initiated based on conditions reported in both scheduled and unscheduled inspections or observations.

G. INFORMATION TECHNOLOGY SYSTEMS

1. Information Technology Systems Specific to Command, Control, Communications, Computer and Information (C4I) Systems

a. Automated Requisition Management System (ARMS)

1) Processes requisitions for all Federal Supply System transactions.

2) Used by various Coast Guard units.

b. Configuration Management Plus (CMplus)

1) CMplus will become the primary configuration, maintenance, inventory, and allowance-management system for all Coast Guard units managing cutter and standard boat parts inventories, replacing SCAMP. CMplus is the unit-level system designed to interface with the future of Fleet Logistics System.

2) CMplus is being installed on the five major cutter classes (WAGB, WHEC, WMEC, WTGB, 110-foot WPB), designated new vessel acquisitions, NESUs, and ESUs. Planned for Coast Guard wide shore station use in SWIII for all standard boats. CMplus has been installed at most ESUs.

c. Fleet Logistics System (FLS)

1) The Fleet Logistics System (FLS), currently under development, is hardware and software that will support selected vessels, non-aviation inventory control points, HQ, and MLCs. FLS will provide an effective, efficient logistics support system to support the provisioning and maintenance needs of 240 plus Coast Guard operational vessels and associated support facilities including MLCs, supply centers, naval

engineering support units, bases, depots, and repair shops. FLS will have the following capabilities:

a) Supply Support.

b) Inventory Management.

c) Cost accounting, historical data, and management information.

d) Interconnectivity.

e) Vessel reliability.

f) Logistics services.

g) Planned maintenance.

h) Standardization and interoperability with DoD.

2) To be used by the MLCs, MLC units, ELC, and HQ.

d. Large Unit Financial System (LUFS-NT)

1) The USCG Large Unit Financial System for Windows NT (LUFS-NT), a government off-the-shelf system, is used CG-wide to achieve accounting and funds control; record commitments, obligations, and expenditures; create, process and approve procurement requests.

2) Used throughout the Coast Guard at large units, Groups, MLCs, Districts, Headquarters Units and Headquarters.

3) Transmits financial data to the Coast Guard Finance Center (FINCEN) update the Departmental Accounting and Financial Information Systems (DAFIS) and automates the reconciliation of DAFIS balances with local ledger accounts maintained in LUFS.

4) Interfaces with Coast Guard systems acting as their financial management and transmission vehicle.

e. Naval Engineering Technical Information Management System (NE-TIMS)

1) Currently in development, NE-TIMS will consist of an electronic data base and associated hardware and software to manage, access, publish and distribute technical information (tech pubs, drawings, manuals, provisioning technical documentation and item files) in an electronic

or paper format for hull, mechanical, electrical, ordnance and electronics equipment/systems.

2) It will allow an electronic user access/interface to the system from the Coast Guard SWIII using the Microsoft Windows NT operating system.

3) It is expected to facilitate future electronics import and export of data to and from commercial and Coast Guard software applications such as Supply Center Computer Replacement (SCCR), Fleet Logistics Systems (FLS) and CMplus.

f. Shipboard Computer-Aided Maintenance Program (SCAMP)

1) Provides basic maintenance management and inventory management capability needed at the unit level.

2) Used by stations, groups, ANT teams, cutters, air stations, and other Coast Guard units.

3) Is being replaced by CMplus in the SWIII environment.

g. Supply Center Computer Replacement (SCCR)

1) Provides allowancing, provisioning, wholesale and retail inventory management, procurement, fiscal accounting and other supply center related capability.

2) Provides capability to support CG Yard depot operations including pay reporting, fiscal accounting, and waterfront project tracking.

3) Used by the Engineering Logistics Center (ELC) and CG Yard.

4) Will monitor wholesale and retail inventory, procurements, technical and administrative systems support.

h. Accountable Item Management (AIM) System

1) Provides physical inventory data of Electronics and General Purpose (GP) Property, as specified in the Property Management Manual (COMDTINST M4500.5 (series)) by maintaining Electronic Inventory Records (EIR) and GP property for those Coast Guard units which have not converted to Standard Workstation III (SWIII), Oracle Fixed Assets Module (FAM), and Configuration Management System (CMplus NT).

2) Supports accountability, physical inventory, and financial reporting activities required by Coast Guard and other agency directives.

3) Used by those units that have not converted to SWIII, Oracle (FAM), and CMplus NT.

4) AIM is being phased out and replaced by Oracle (FAM). Oracle (FAM) will be the sole entry point for vehicles, aircraft, GP property, boats, capitalized government furnished equipment. Units will be required to enter the capitalized Electronics Test Equipment and capitalized Electronic Stand Alone Equipment into Oracle (FAM), as well.

i. Source Data Automation II (SDAII)

1) Collects data on events that change a military member's pay.

2) Transmits the data to HRSIC for processing.

3) Runs on SWSII.

4) Will be replaced by the Coast Guard Human Resource Management System (CGHRMS). CGHRMS is commercial off-the-shelf software, and it will incorporate PMIS/JUMPS II as its pay module. PMIS/JUMPS II will replace the functions currently performed by SDAII.

5) Used by HRSIC and PERSRUs.

j. Coast Guard Human Resource Management System (CGHRMS)

1) Commercial off-the-shelf human resource management software.

2) Replaces SDAII, PMIS, and the Personnel Decision Systems (PDS).

k. Personnel Decision System (PDS)

Used by CGPC Assignment Officers to track the location and assignment of all military personnel.

l. Defense Enrollment Eligibility Reporting System (DEERS)

1) Collects information used to approve military benefits (e.g., medical care, exchange, commissary, and entitlement to MWR programs).

2) Used by all ID Card Issuing Activities and medical clinics.

H. PERFORMANCE MEASURES

The performance of this platform is not monitored by a comprehensive measurement system. However, performance metrics are available within various

information systems. In addition, performance measures are maintained at some operational levels in varying levels of detail. Generic measures maintained by some ESU/ESDs are included in Enclosure (9).

1. AIDS TO NAVIGATION LOGISTICS

Aids to Navigation (ATON) logistics is defined as the logistic processes that support the maintenance of the more than 49,000 navigational aids on United States waterways. It does not include the logistics processes used to support the platforms that service aids to navigation nor does it include electronic aids.

A. PLATFORMS

There are two basic types of navigational aids: buoys and fixed aids.

1. Buoys

There are two basic classes of buoys: ocean buoys and river buoys.

a. Ocean Buoys

Ocean buoys consist of unlighted cans, nuns, and spheres, as well as sound buoys and standard lighted buoys (designated "pillar" buoys due to the cage or tower arrangement). All buoys are serialized for record keeping.

1) Unlighted cans and nuns are classified according to class (1-6), shape, non-standard material (Plastic, Foam), special or tall, and ice buoy or radar reflector.

2) Steel buoy serial numbers include the buoy class, year contracted for, sequential number, and manufacturer's code.

3) Plastic unlighted buoys are marked only with the month built; year built; and manufacturer's code.

4) Foam buoys are marked with the year contracted for, last three digits of contract, and the manufacturer's code.

5) Cage or tower type pillar buoys are classified according to nominal diameter and length, their light, sound signal, lateral significance if needed for three and five foot buoys, and special design.

b. River Buoys

River buoys consist of unlighted cans and nuns with specifically designed fins and counterweights specifically designed for fast-water rivers. River buoys are classified in the same manner as unlighted buoys and have the same serial number coding as unlighted foam buoys.

2. Structures

   Aids to navigation structures are built in a variety of configurations according to geological and environmental conditions found. Structures support visual and audible navigational equipment in a fixed location and at a design elevation that establishes the geographical range of the aid to navigation. A structure is classified as either a major or minor aid. Lighthouses are major aids, but not all-major aids are lighthouses.

   a. Lighthouse Structure

      This is an enclosed edifice that houses, protects, displays, or supports visual, audible, or radio aids to navigation. These structures are complex in design and construction and usually require a significant amount of individual engineering site analysis. Structures can be located in an offshore, wave-swept, exposed environment, on a coastline as a landfall object, or at any location where a large support structure is required. Information on the management, design, construction, and maintenance of lighthouse structures is contained in the Civil Engineering Manual, COMDTINST M11000.11 (series).

   b. Beacon Structure

      This is a support platform for visual and/or audible aids to navigation. It can be either lighted or unlighted. The same type of structure or a similar type is built repetitively and only minimal engineering analysis of individual site locations is required. A beacon structure is relatively simple in design and construction and is usually made of wood, concrete, or steel. The shape of the beacon structure normally has no significance for signal purposes. Daymarks are the daytime identifiers of lighted or unlighted beacon structures and appear in any of several colors and shapes, such as square, triangular, and rectangular.

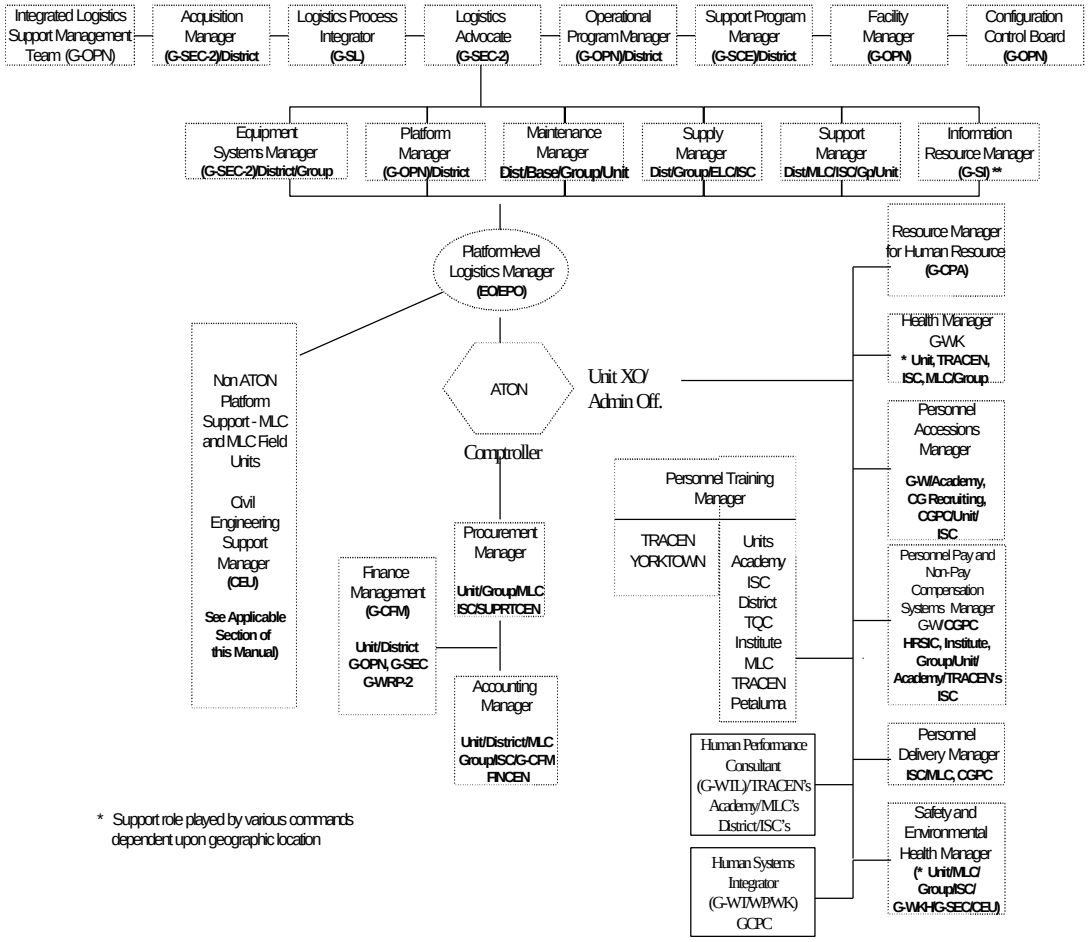
B. POLICIES

The primary policy document that specifically address ATON management issues for the Coast Guard is the Aids to Navigation Manual - Administration, COMDTINST M16500.7 (series). Other applicable policy documents are listed Enclosure (8).

C. SUPPORT ROLES, RESPONSIBILITIES AND ORGANIZATIONS

1. Figure 1 displays the key players and partners in the life cycle of ATON throughout the Coast Guard.

Figure 1: ATON Life Cycle Roles



In addition to the roles identified in Figure 1, the Assistant Commandant of Human Resources, Commandant (G-W), Finance Manager, Commandant (G-CFM), Environmental Manager, Commandant (G-SEC), and Logistics Process Integrator, Commandant (G-SL) roles are common to all platforms and are explained in Chapter 1.

2. The key participants in the ATON logistics support organization are:

   a. Headquarters as the source of general policy, funds (AFC-30, AFC-43, AC&I), and the assignment of personnel.

   b. The Engineering Logistics Center (ELC) for supply support.

   c. Districts for field unit tasking and distribution of AFC-30 funds.

d. Buoy tenders and Aids to Navigation Teams (ANTs) to carry out the actual operational and maintenance support missions.

3. A short description of each Office/unit heavily involved in ATON support follows.

a. Aids-to-Navigation Teams (ANTs)

The functions of the Aids to Navigation Team include servicing all short-range aids within a specified area as well as maintaining and deploying discrepancy buoys. The primary duty of the ANT is servicing, recharging and correcting discrepancies, and it has the capability of lifting and relocating small buoys.

An ANT may be located at a separate facility or may share existing facilities as a tenant activity with other Coast Guard units. The ANT, however, is a separate OPFAC unit.

To perform the various duties assigned to an ANT, the team ordinarily has both small, trailerable craft (TANB's) and larger, high-speed aids to navigation boat (ANB) or a buoy boat (BUSL).

b. Bases

The chief function of bases, which are large industrial facilities, is to provide a central point accessible to servicing vessels, where buoy repair, supplies, and storage facilities are located. Tenders are frequently home ported at bases. Base facilities vary with the type and number of aids and units that they serve. Many have equipment and space for the repair of buoys, and for the repair and servicing of the various types of lighting apparatus in use throughout their AOR.

Bases carry a supply of spare parts for all the apparatus used in the area. They also have space for the storage of relief buoys. They usually have facilities for the repair and maintenance of small boats. Tools, equipment and supplies in transit may also be held at bases for transportation to units by trucks and tenders.

Bases may prefabricate structures for minor lights and daybeacons, and miscellaneous fittings for aids to navigation equipment. Bases may also serve as an assembly and storage point for new equipment for field construction.

c. Tenders

Buoy tenders are used primarily for service operations that require hoisting buoys and their appendages. They are designed specifically to

operate in different environments including exposed areas offshore, semi-exposed areas or large bays and harbors, and protected or river areas.

In addition to servicing floating aids, tenders may be used to transport personnel, supplies, water and fuel to offshore light stations when other, more economical forms of transportation are not available. Construction tenders are equipped to drive piles and may also be employed in carrying construction material, as well as working parties, to points where normal maintenance operations are in progress or where new aids to navigation are under construction.

d. Integrated Support Commands (ISCs)

The ISCs' provide a wide range of personnel, financial and procurement, Reserve management, safety and environmental health, administration and delivery of non-pay compensations programs, and worklife program services required by operational units in the ISCs' AOR. The following services are provided by some ISC's: PERSRU, health care and depot industrial services.

There are twelve ISCs at the following locations:

υ Ketchikan, AK	υ New Orleans, LA
υ Kodiak, AK	υ Boston, MA
υ Alameda, CA	υ St. Louis, MO
υ San Pedro, CA	υ Cleveland, OH
υ Miami, FL	υ Portsmouth, VA
υ Honolulu, HI	υ Seattle, WA

There are three types of ISC's according to the level of support services they can provide: industrial, partial industrial and non-industrial. Of the above, only two are full time participants in boat maintenance (industrial); ISC Boston and ISC Portsmouth. These two ISC's function much like groups; they provide local capability when it doesn't exist at a lower level, and the daily activity for boats assigned to local stations mimic that of a typical group. ISC's Boston, Portsmouth, Miami, New Orleans, St. Louis, San Pedro, Alameda, Honolulu, and Ketchikan have industrial facilities that provide intermediate and depot level maintenance services for small boats. ISC Ketchikan provides naval engineering and industrial support staff for cutters and boats. Boat maintenance is facilitated by the partnership between the Naval Engineering Branch and the Industrial

Branch, both work directly for the Facilities and Industrial Engineering Officer.

e. Engineering Logistics Center (ELC)

The ELC provides a central stocking and shipping point for centrally procured aids to navigation equipment hardware except buoy hulls and chain.

f. District Offices

The Chief, Aids to Navigation Branch (oan) administers ATON activities within the district. This Branch coordinates the activities of district aids to navigation servicing units and communicates support needs to the appropriate ISC, Maintenance and Logistics Command and Headquarters. Issues Local Notice to Mariners on a weekly basis, except for the Ninth District. They stop issuing Local Notice to Mariners when the Lakes freeze over.

g. Office of Aids to Navigation, Commandant (G-OPN)

This office is the Headquarters Program Manager for ATON operational activities. It directs and administers the operation of all aids in the Districts to provide an integrated system of aids to navigation. It coordinates the interaction of different Coast Guard organizations to ensure the ATON Program functions properly, including the distribution of minor (AFC-30) ATON maintenance funds.

h. Short-Range Aids to Navigation Division, Commandant (G-OPN-2)

This office provides centralized planning and resource management for the Short-Range Aids to Navigation (SRA) Program. It manages programs and projects concerning acquisition, alteration, or disposition of facilities utilized in the SRA program. Commandant (G-OPN-2) coordinates and monitors the training of personnel in positioning, installation, servicing, operation, maintenance, and repair of short-range aids to navigation and facilities. It also coordinates requirements with operating and support program managers as necessary to meet the objectives of the SRA Program.

i. Office of Civil Engineering, Commandant (G-SEC)

Chief, Civil Engineering Division is responsible for developing policy and standards for design, maintenance, construction, and inspection of all fixed and floating aids to navigation, light stations, buildings, shops, docks, antennas over 100 feet and aids to navigation signaling equipment.

j. Ocean Engineering Division, Commandant (G-SEC-2)

The primary tasks of the Chief, Ocean Engineering Division under the Office of Civil Engineering are to:

1) Develop, evaluate, and maintain technical standards for Coast Guard short-range aids to navigation equipment and systems.

2) Design, acquire and consolidate various hardware for aids to navigation signaling systems; and

3) Maintain the Short-Range Aids to Navigation Servicing Guide, COMDTINMS M16500.19 (series).

This Office manages the ATON engineering support program including the planning, designing, constructing, altering, maintaining and repairing of navigational aids. It also manages the technical aspects of ATON AC&I and OE programs including recommendations for funds apportionment, cost and technical input to the budget process, project review, and approval, central equipment procurement and distribution management.

4. The following organizations also support ATON.

a. Coast Guard Training Quota Management Center (TQC)

Training Quota Management Center (TQC) acts as order issuing authority for Headquarters program funded Class "C" training, including mandatory pre-arrival training (pipeline) and formal school requirements as outlined in Headquarters Program Managers training plans. Use/maintain Training Management System (TMS) database with respect to all Class "C" courses including: convening dates, quota availability, and entitlement verification. Acts as liaison between Headquarters program managers and DoD quota management centers to obtain quotas in DoD sponsored courses. Assists Commandant (G-WTT) with publication and update of annual FY-00 Class Convening Schedule for Coast Guard Class "C" Resident and Exportable Training Courses, COMDTNOTE 1540.

b. Maintenance and Logistics Command (MLC)

Neither MLC provides direct logistics support to the processes that support the maintenance of aids to navigation. However, both MLC's do provide direct support to the platforms that service the aids to navigation.

c. Area Commands

Neither Area Command provides direct support to ATON logistics.

d. Office of Chief Financial Management Division, Commandant (G-CFM-2)

Commandant (G-CFM-2) manages the annual operating and maintenance funds (AFC-30) allotment process including administering the Area, MLC, district and Training Center budget models. It develops, maintains and evaluates broad policy and guidance related to financial management, operations, personnel and training.

Commandant (G-CFM-3) manages the following programs: Personal property; travel card; operating materials and supplies; mass transit; and Chief Financial Officer (CFO) Act Requirements.

e. Director of Health and Safety, Commandant (G-WK)

Commandant (G-WK) ensures that quality and timely health care is provided to Coast Guard beneficiaries; provides "on scene" medical support for operational missions; and provides protection to the workforce from safety hazards and terrorist threats.

f. Director of Personnel Management, Commandant (G-WP)

Commandant (G-WP) develops and maintains personnel systems and support programs which promote the effective use of military and civilian human resources; recruiting and hiring service members and employees; manages all aspects of career transition for Coast Guard employees; and provides compensation and benefit programs. Commandant (G-WPM) is the program manager for the Coast Guard Personnel Command and Recruiting Center.

g. Director of Reserve and Training, Commandant (G-WT)

Commandant (G-WT) is the facility manager for assigned Headquarters' training units. It develops the advanced training portion of the annual training plan for all Coast Guard short-term training. Commandant (G-WT) also oversees the Reserve Personnel Management program. Commandant (G-WT) is the AFC-56 (training) account program manager.

D. FUNDING

1. There are two types of funding involved with the Aids to Navigation platform; acquisition funds and sustainment funds.

a. Acquisition (Acquisition, Construction, and Improvement (AC&I)) funds are used to obtain new assets and to incorporate major improvements into current assets. AC&I funds appear as separate line items in the Coast Guard's budget. These funds are managed as a single program and can only be used for the stated acquisition. The selection of all AC&I Waterways Projects, including buoys, structures and associated hardware is carried out by Commandant (G-OPN) and the funding is managed by Commandant (G-S). Buoys and structures are fabricated in accordance with Commandant (G-SEC-2) requirements. New steel, foam, and plastic buoys (except discrepancy buoys) are contracted for directly by Headquarters.

b. Sustainment (Operating Expense (OE)) funds are used to maintain and support existing operating and related supporting assets. OE funds for all of the Coast Guard are consolidated as a single line item in the Coast Guard's budget. Sustainment funding for ATON is accomplished through two allotment fund codes, AFC-30 and AFC-43.

2. AFC Funding Description

a. AFC-30 – Operating and Maintenance.

These funds are distributed through the Area/MLC/District budget model. The budget model allocates AFC-30 funds based on the number of platforms, such as cutters, aircraft, etc., which are within a district. For ATON, the official asset list for the purpose of building and maintaining this budget models ATONIS. These funds are used for:

1) General services for recurring maintenance and repair of shore structures and facilities, cutters, electronics equipment installations, small craft, vehicles, ordnance equipment, recreation equipment, and certain aids to navigation.

2) Buoy-related expenses for routine procurement, outfitting, installation, and maintenance (including costs of chain and sinkers), not part of a Waterway AC&I Project.

3) Consumable materials for installation, maintenance and repair of fixed ATON structures, including dayboard fabrication, ATON signal equipment, solar panels, and primary and secondary batteries. Materials, services, and replacement systems, not designated for procurement by AFC-43, but required for routine maintenance and repair of unmanned aids to navigation.

b. AFC-43 – Civil Engineering.

Commandant (G-SEC-2) develops the AFC-43 budget and administers these funds provided for branch projects. These funds are used for:

1) Procurement of prototype ATON hardware.

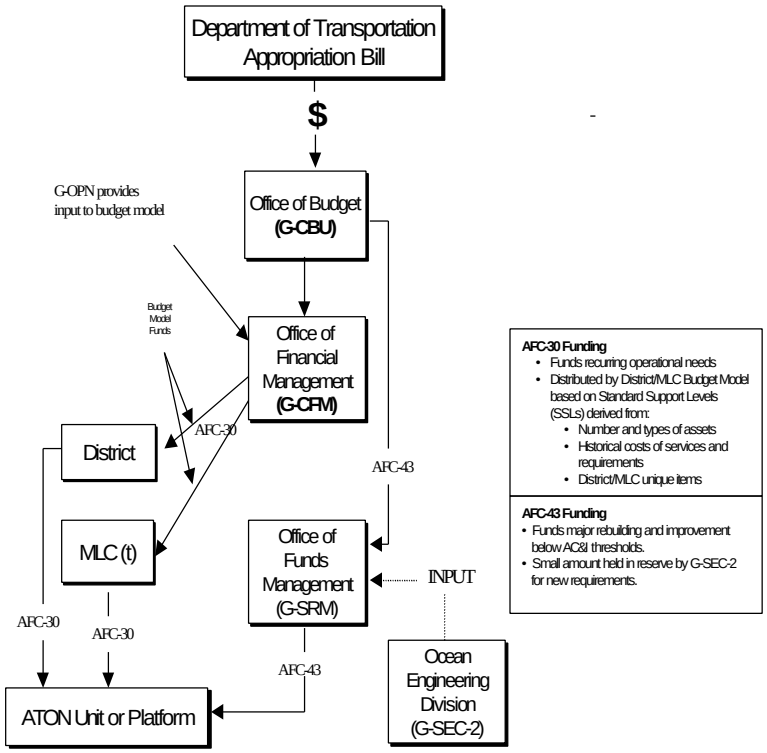
2) Major rebuilding and improvement (over a set amount for each rebuild/improvement) of the shore plant, including fixed ATON below the AC&I thresholds for shore facilities and ATON structures.

3) Procurement of piles and towers used by ANTS or Construction/Buoy Tenders.

4) Major expenses over a set amount for ATON equipment in lighthouses and lighted ranges; equipment includes fixed and rotating light signals, sound signals, and power systems.

5) Capitalization of new Coast Guard wide short-range ATON hardware and spare parts.

Figure 2: AFC Funds Distribution for ATON



c. AFC-01 – Military Pay.

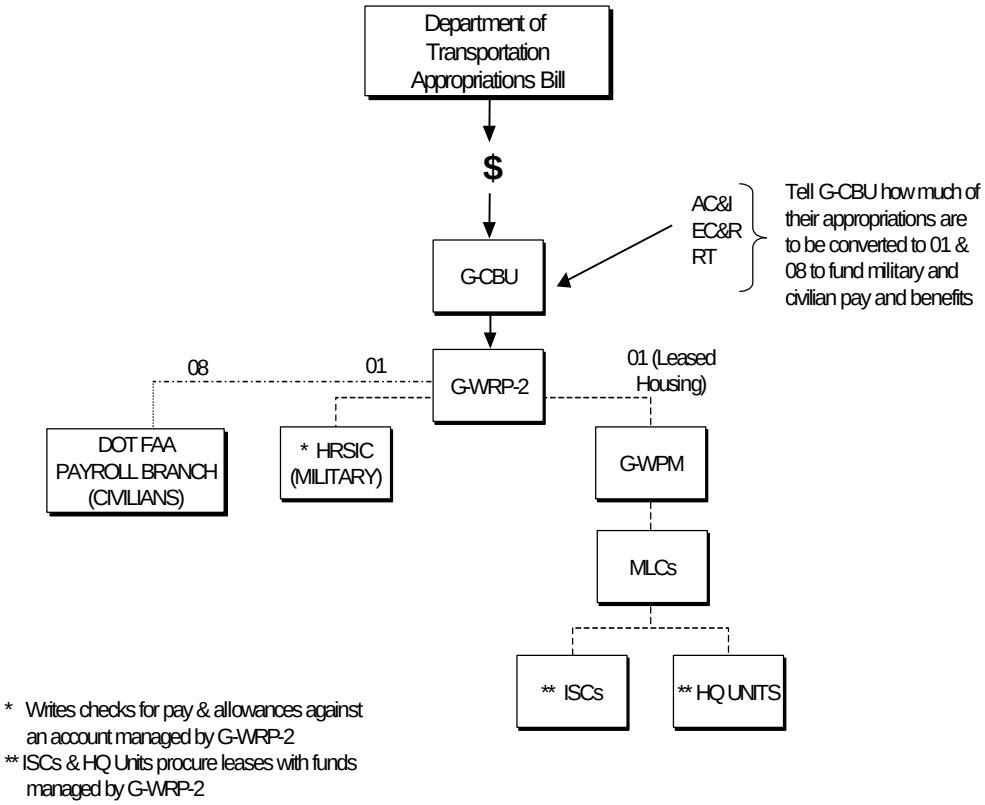
These funds provides compensation, subsistence rations and entitlements for active duty, cadets, and Reserve members undergoing Initial Active Duty Training (IADT). These funds are distributed by Commandant (G-CBU) to Commandant (G-WRP-2). Commandant (G-WRP-2) manages these funds and is disbursed by HRSIC for pay and allowances. Commandant (G-WPM-4) manages and funds the leased housing program through the MLC's, ISC's and Headquarters Units. (See Figure 3)

d. AFC-08 – Civilian Pay.

These funds provide funding for expenses related to compensation and entitlements for Federal Civilian Employees. This includes civilian employees not otherwise covered by other pay accounts. These funds are distributed by Commandant (G-CBU) to Commandant (G-WRP-2). Commandant (G-WRP-2) manages these funds and is disbursed by the

Department of Transportation's Federal Aviation Association Payroll Branch for pay and allowances to civilian personnel. (See Figure 3)

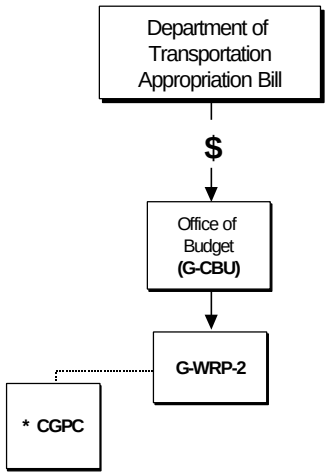
Figure 3: AFC-01& 08 - Military and Civilian Pay



e. AFC-20 – Permanent Change of Station (PCS).

These funds provide travel and transportation expenses incident to PCS orders for military members and dependents. These funds are distributed by Commandant (G-CBU) to Commandant (G-WRP-2). Commandant (G-WRP-2) manages these funds and is dispersed through the Coast Guard Personnel Command (opm/epm) for PCS transfers. (See Figure 4)

Figure 4: AFC 20 - PCS

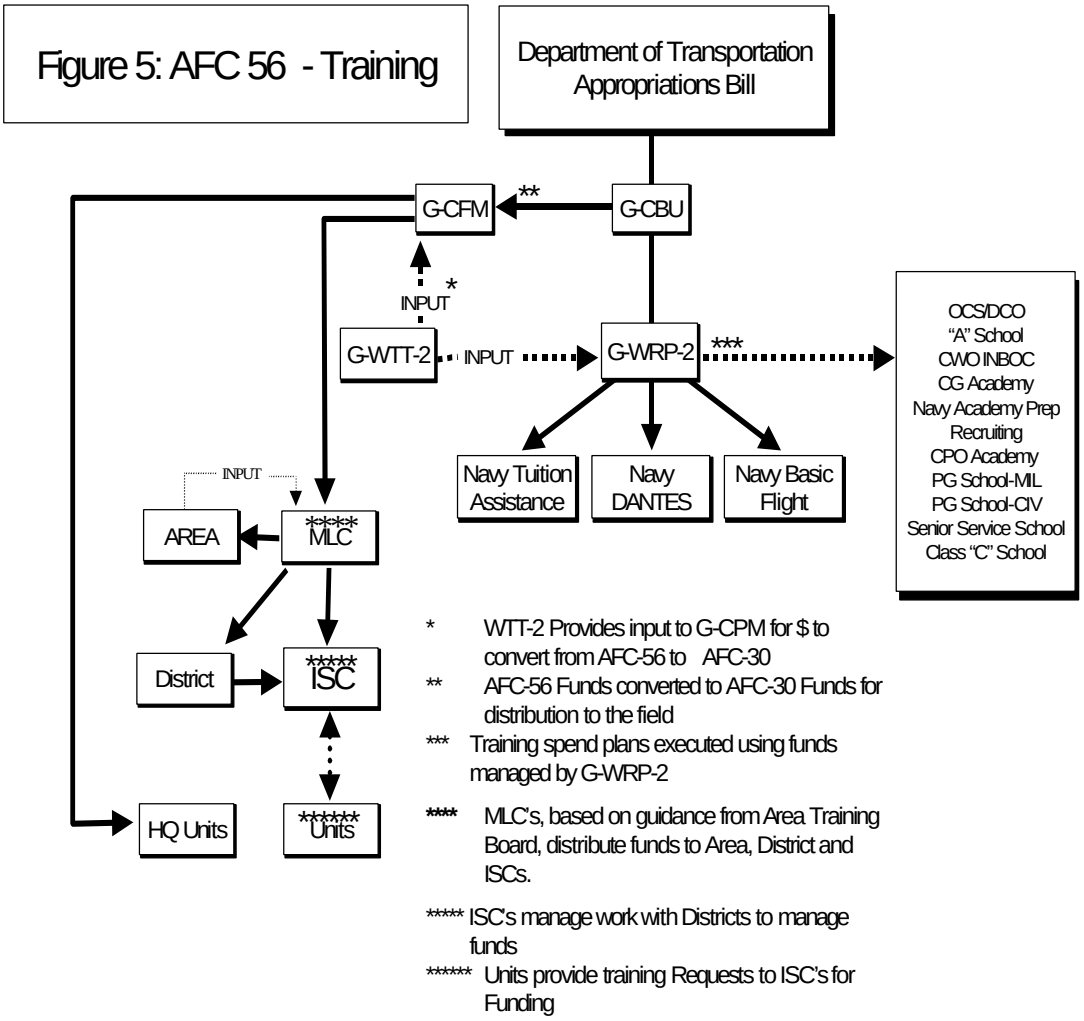


* Writes checks on account managed by G-WRP-2

f. AFC-56 - Training.

These fund formal training performed while on TAD for civilian and military personnel, including Reserve members in the RK, RP and RY programs and Auxiliarists. These funds are distributed by Commandant (G-CBU) to Commandant (G-CFM). Commandant (G-CFM), with input from Commandant (G-WTT-2), converts AFC-56 funds to AFC-30 funds and distributes them to the MLC's, District's and Headquarters Units. Commandant (G-WTT-2) serves as the program manager for AFC-56 and provides program guidance on the validity of the request, and how to best spend these funds. MLC's, based on guidance from the Area Training Board, makes the distribution to the Area, District and MLC. ISCs work with the District to maintain funds. Units provide training requests to their respective ISC's for funding. Commandant (G-WRP-2), with input from Commandant (G-WTT-2), manages the AFC-56 funds that support the following training: OCS/DCO, "A" Schools, CWO Indoctrination, Coast Guard Academy, Naval Academy Prep, Recruiting, CPO Academy, PG School – Military; PG School – Civilian, Senior Service School, Basic Flight, DANTES, Tuition Assistance programs, and Class "C" Schools.

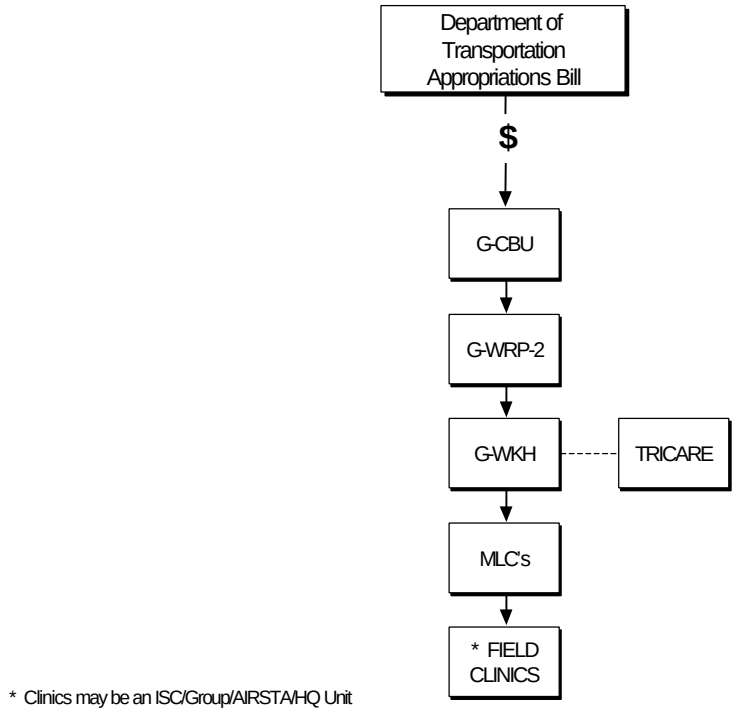
Class "C" School Funding Process, COMDTINST 7302.2 (series) provides overall guidance on AFC-56 funding process. (See Figure 5)



g. AFC-57 – Medical.

These fund general expenses to support health care of military members and their dependents. These funds are distributed from Commandant (G-CBU) to Commandant (G-WRP-2). Commandant (G-WRP-2) provides funds to Commandant (G-WKH), where TRICARE is managed and funded. Commandant (G-WKH) distributes AFC-57 funds to the MLC's for further distribution to clinics in the field. (See Figure 6)

Figure 6: AFC 57 - Medical



E. PERSONNEL AND TRAINING

1. Personnel

   Officers and Enlisted personnel in the ATON community are assigned to support organizations such as tenders or Aids to Navigation Teams by their respective detailers.

   Career planning information containing the necessary education and experience at each pay grade for various occupational fields is available in *The Coast Guard Officer Career Development Guidebook*. The Guidebook is available on the web at http://www.uscg.mil/hq/g-w/g-wt/ocgb/index.htm.

2. Training

   The National Aids to Navigation School at Training Center Yorktown is dedicated to providing basic and advanced training to the Coast Guard's ATON personnel and technicians who construct, operate, and maintain the

Coast Guard's short range aids to navigation. DGPS training is also conducted at Training Center Yorktown. Loran-C courses are held at TRACEN Petaluma, CA.

F. MAINTENANCE PROGRAM

1. Levels of Maintenance

   a. Organizational or Unit-Level Maintenance

      The servicing unit accomplishes this type of maintenance by either replacing the aid or its components.

   b. Depot Level Maintenance

      Preparation and maintenance operations occur at industrial facilities, buoy tenders, and other servicing units. They may be either governmentally or commercially operated. In most areas, the Coast Guard or commercially operated industrial facilities receive new buoys, repair used buoys, survey buoys as required, and maintain appendages such as sound signals and solar panels and their associated mounting equipment.

2. Types of Maintenance

   a. Maintenance for ATON is separated into two types.

      1) Preventive Maintenance

         a) Accomplished on a scheduled basis for the purpose of preempting failure based on time-in-service.

         b) Scheduled to be performed according to the intervals specified in the Aids to Navigation Manual - Administration, COMDTINST M16500.7 (series) and formally documented in the Aids to Navigation Information System (Atonis).

      2) Unscheduled (Corrective) Maintenance

         a) Maintenance performed as a direct result of the failure of a specific component, system, or subsystem.

         b) Accomplished to repair a casualty that has already occurred.

         c) Occurs when specific conditions are found following inspections, tests, or monitoring programs is called condition-based maintenance.

d) Generally encompasses corrective actions initiated by inspections or observations or failure due to:

1. Natural wear and tear

2. Accidents

3. Storms and unusual nature-driven incidents

4. Collisions

5. Rare occasions of willful damage.

e) Additional corrective maintenance may be required as a result of routine or special inspections.

3. Repair/Inspection Cycles

ATONIS data is critical to the determination of servicing and workload allocations. Also, servicing interval data is critical to program evaluation of the frequency of servicing intervals for minor aids to navigation. Two years is the normal period between mooring inspections for all buoys. The examination of the underwater body, mooring, and associated components, should be extended beyond two years where possible. The period is determined based on the buoy's location and its historical data.

However, in known areas of accelerated chain wear, such as areas exposed to the full force of the seas, inspections are conducted as frequently as deemed necessary by the servicing unit.

G. INFORMATION TECHNOLOGY SYSTEMS

1. Information Technology Systems specific to ATON.

a. Aids to Navigation Information System (ATONIS)

1) A database for day to day management and long range planning of the aids to navigation program. Facilitates program oversight, determining budget models, reporting marine information, evaluating trends, producing inventories, creating various reports, managing assets, building servicing schedules and tracking ATON and related hardware.

2) Used by Coast Guard units involved with ATON.

2. Information systems not specific for ATON.

   a. Automated Requisition Management System (ARMS)

      1) Processes requisitions for all Federal Supply System transactions.

      2) Used by various Coast Guard units.

   b. Large Unit Financial System (LUFS)

      1) The USCG Large Unit Financial System for Windows NT (LUFS-NT), a government off-the-shelf system, is used CG-wide to achieve accounting and funds control; record commitments, obligations, and expenditures; create, process and approve procurement requests.

      2) Used throughout the Coast Guard at large units, Groups, MLCs, Districts, Headquarters Units and Headquarters.

      3) Transmits financial data to the Coast Guard Finance Center (FINCEN). Updates the Departmental Accounting and Financial Information Systems (DAFIS) and automates the reconciliation of DAFIS balances with local ledger accounts maintained in LUFS.

      4) Interfaces with Coast Guard systems acting as their financial management and transmission vehicle.

   c. Shipboard Computer-Aided Maintenance Program (SCAMP)

      1) Provides basic maintenance management and inventory management capability needed at the unit level.

      2) Used by stations, groups, ANT teams, cutters, air stations, and other Coast Guard units.

      3) Is being replaced by CMplus in the SWIII environment.

   d. Accountable Item Management (AIM) System

      1) Provides physical inventory data of Electronics and General Purpose (GP) Property, as specified in the Property Management Manual (COMDTINST M4500.5 (series)) by maintaining Electronic Inventory Records (EIR) and GP property for those Coast Guard units which have not converted to Standard Workstation III (SWIII), Oracle Fixed Assets Module (FAM), and Configuration Management System (CMplus NT).

      2) Supports accountability, physical inventory, and financial reporting activities required by Coast Guard and other agency directives.

3) Used by those units that have not converted to SWIII, Oracle (FAM), and CMplus NT.

4) AIM is being phased out and replaced by Oracle (FAM). Oracle (FAM) will be the sole entry point for vehicles, aircraft, GP property, boats, capitalized government furnished equipment. Units will be required to enter the capitalized Electronics Test Equipment and capitalized Electronic Stand Alone Equipment into Oracle (FAM), as well.

c. Source Data Automation II (SDAII)

1) Collects data on events that change a military member's pay.

2) Transmits the data to HRSIC for processing.

3) Runs on SWSII.

4) Will be replaced by the Coast Guard Human Resource Management System (CGHRMS). CGHRMS, commercial off-the-shelf software, and it will incorporate PMIS/JUMPS II as its pay module. PMIS/JUMPS II will replace the functions currently performed by SDAII.

5) Used by HRSIC and PERSRUs.

d. Coast Guard Human Resource Management System (CGHRMS)

1) Commercial off-the-shelf human resource management software.

2) Replaces SDAII, PMIS, and the Personnel Decision Systems (PDS).

e. Personnel Decision System (PDS)

Used by CGPC Assignment Officers to track the location and assignment of all military personnel.

f. Defense Enrollment Eligibility Reporting System (DEERS)

1) Collects information used to approve military benefits (e.g., medical care, exchange, commissary, and theater privileges).

2) Used by all ID Card Issuing Activities and medical clinics.

H. PERFORMANCE MEASURES

ATONIS is used as the primary means for measuring ATON maintenance performance. At the end of each fiscal year, each district produces an annual aid availability report using an ATONIS application. This report measures the percentage of time an aid is not available. Enclosure (9) provides generic measures maintained by some ANTs.

1. FACILITY LOGISTICS

The Coast Guard infrastructure includes a large number of shore facilities. Support of these facilities, which include structures, utilities, grounds, and accesses, is the responsibility of the Office of Civil Engineering, Commandant (G-SEC). The Civil Engineering (CE) Program is a support program that provides and maintains Coast Guard shore facilities and fixed aids to navigation, and manages shore facility-related programs such as real property and environmental compliance and remediation. It provides integrated management of shore facilities, through the planning, investing, using and divesting phases of the life cycle.

Operational program oversight for all shore facilities is decentralized among the Headquarters Planning Coordinators (HQPC). The Assistant Commandant for Systems is the corporate shore facilities Capital Asset Manager. The corporate level facility recommendations are formulated by the Shore Infrastructure Management Board (SIMB). The SIMB is comprised of HQPCs, Area and MLC representatives.

A. PLATFORMS

The Civil Engineering Program does not have a formal classification of real property platforms.

B. POLICIES

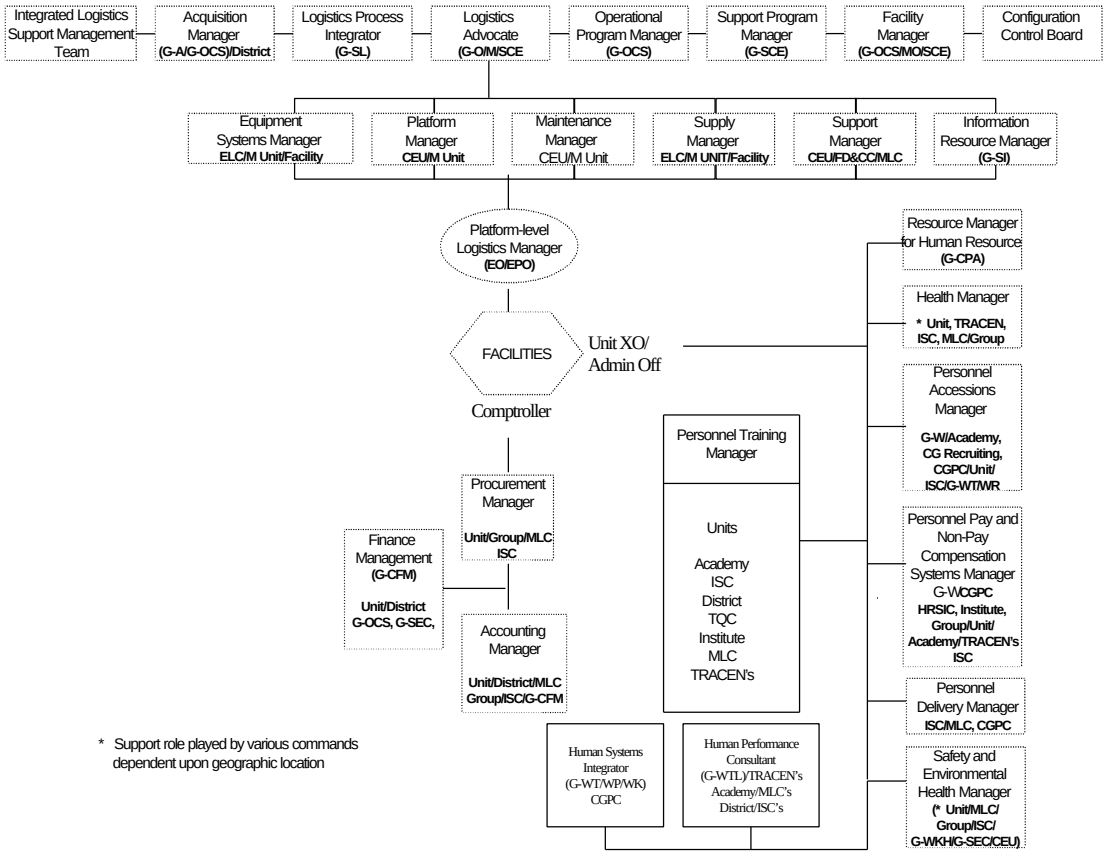
The primary policy document that specifically addresses civil engineering management issues for the Coast Guard is the Civil Engineering Manual, COMDTINST Ml1000.11 (series). This Manual provides policy, information, and guidance to those Coast Guard personnel working with and within the Civil Engineering Program.

Other policy documents are listed in Enclosure (8).

C. SUPPORT ROLES, RESPONSIBILITIES AND ORGANIZATIONS

1. Figure 1 displays the key players and partners in the life cycle of facilities throughout the Coast Guard.

Figure 1: Facility Life Cycle Roles



The Assistant Commandant for Human Resources, Commadant (G-W), Finance Manager, Commandant (G-CFM), Environmental Manager, Commandant (G-SEC), and Logistics Process Integrator, Commandant (G-SL) roles are common to all platforms and are explained in Chapter 1.

2. The key participants in this logistics support organization are:

   a. Headquarters as the source of general policy, funds (AFC-43 and 30), and the assignment of personnel.

   b. Districts for distribution of AFC-30 funds.

3. A short description of each Office/Unit heavily involved in facilities support follows.

a. Field Units

The facility Engineering Officer (EO) is the final key figure in the conduct of facilities maintenance. The EO's major duties include planning and supervising maintenance.

b. District Offices

There are nine Districts in the Coast Guard. The key position for facilities management issues in each District Office is referred to as the District Facilities Manager (DFM), and is in almost all cases the District (dpl) staff element dedicated to facilities management. The DFM's reporting chain starts with the Chief of Staff of their District Office, their respective District Commander, to the Area Commander through the Area Operations organization.

c. Integrated Support Commands (ISC)

The ISCs' provide a wide range of personnel, financial and procurement, Reserve management, safety and environmental health, administration and delivery of non-pay compensation programs, and worklife program services required by operational units in the ISCs' AOR. The following services are provided by some ISC's: PERSRU, health care and depot industrial services.

There are twelve ISCs at the following locations:

υ Ketchikan, AK	υ New Orleans, LA
υ Kodiak, AK	υ Boston, MA
υ Alameda, CA	υ St. Louis, MO
υ San Pedro, CA	υ Cleveland, OH
υ Miami, FL	υ Portsmouth, VA
υ Honolulu, HI	υ Seattle, WA

There are three types of ISC's according to the level of support services they can provide: industrial, partial industrial and non-industrial. Of the above, only two are full time participants in boat maintenance (industrial); ISC Boston and ISC Portsmouth. These two ISC's function much like groups; they provide local capability when it doesn't exist at a lower level, and the daily activity for boats assigned to local stations mimic that of a typical group.

ISC's Boston, Portsmouth, Miami, New Orleans, St. Louis, San Pedro, Alameda, Honolulu, and Ketchikan have industrial facilities that provide intermediate and depot level maintenance services for small boats. ISC Ketchikan provides naval engineering and industrial support staff for cutters and boats. Boat maintenance is facilitated by the partnership between the Naval Engineering Branch and the Industrial Branch, both work directly for the Facilities and Industrial Engineering Officer.

d. Civil Engineering Units (CEU)

CEU's, funded primarily through OE funds, provide civil engineering support services at the local level. There are six CEU's throughout the Coast Guard. They are:

Civil Engineering Units	
Atlantic	Pacific
CEU Miami, FL	CEU Oakland, CA
CEU Cleveland, OH	CEU Juneau, AK
CEU Providence, RI	CEU Honolulu, HI

Their services include planning, design, contracting and construction of depot-level maintenance and repair projects, environmental restoration and compliance and energy efficiency.

e. Facilities Design and Construction Center (FD&CC)

FD&CC's, funded primarily through AC&I funds, are civil engineering commands that provide services to re-capitalize the shore plant in support of Coast Guard operations. Their services include planning, design, contracting and construction of shore-unit acquisition, construction and improvement projects.

f. Coast Guard Training Quota Management Center (TQC)

Training Quota Management Center (TQC) acts as order issuing authority for Headquarters program funded Class "C" training, including mandatory pre-arrival training (pipeline) and formal school requirements as outlined in Headquarters Program Managers training plans. Use/maintain Training Management System (TMS) database with respect to all Class "C" courses including: convening dates, quota availability, and entitlement verification. Acts as liaison between Headquarters program managers and DoD quota management centers to obtain quotas in DoD sponsored courses. Assists Commandant (G-WTT) with publication and update of annual FY-00 Class Convening Schedule for Coast Guard Class "C" Resident and Exportable Training Courses, COMDTNOTE 1540.

g. Maintenance and Logistics Commands (MLC)

The MLC's each manage a Facilities Design and Construction Center (FD&CC) and Civil Engineering Units (CEU). The MLC's provide a broad range of services through the planning, investing, using and divesting phases of the shore facility capital asset life cycle.

h. Area Commands

The Area commands provide support to shore facilities by reviewing contingency planning efforts, including civil/disaster preparedness and military operational planning. Develops Coast Guard contingency requirements for:

1) Severe weather response operations.

2) Low water response operations.

3) Flood response operations.

4) Marine disaster response operations.

5) Terrorism response operations.

6) Civil disturbance response operations.

7) Marine Environmental Response (MER).

8) Alien Migrant Interdiction Operations (AMIO).

9) Earthquake response operations.

i. Headquarters Offices/Units

1) Office of Boat Forces, Commandant (G-OCS)

Commandant (G-OCS) reports to the Commandant (G-C) through the Assistant Commandant for Operations, Commandant (G-O) and Director of Operational Capability, Commandant (G-OC). Commandant (G-OCS) works closely with the Headquarters Planning Coordinators (HQPCs) and also carries out the duties of Facility Manager (FM). Their direct involvement in facilities and maintenance issues is done in partnership with Commandant (G-SEC). Commandant (G-OCS) is involved in acquisition, maintenance, and modernization programs and processes for facilities. Commandant

(G-OCS) provides data to Commandant (G-CFM) in the distribution of AFC-30 funds.

2) Office of Civil Engineering, Commandant (G-SEC)

This office provides the engineering logistics support for sustainment of shore facility capital assets. The civil engineering maintenance programs include all aspects of property management as well as program level acquisitions and maintenance issues. Commandant (G-SEC) maintains the Civil Engineering Data System (CEDS). Commandant (G-SEC) is the source of AFC-43 funds for depot maintenance support. Commandant (G-SEC) is the Platform Manager for Coast Guard shore facility capital assets. Commandant (G-SEC) Program Managers are responsible for oversight and coordination of their respective program measures. Program Managers will routinely analyze field data, develop and promulgate methodology, publish program results for internal Civil Engineering distribution, and submit required reports to the Headquarters Chief of Staff.

3) Office of Chief Financial Management Division, Commandant (G-CFM-2)

Commandant (G-CFM-2) manages the annual Operating and Maintenance Funds (AFC-30) allotment process including administering the Area, MLC, district and Training Center budget models. It develops, maintains and evaluates broad policy and guidance related to financial management, operations, personnel and training.

Commandant (G-CFM-3) manages the following programs: Personal property; travel card; operating materials and supplies; mass transit; and Chief Financial Officer (CFO) Act Requirements.

4) Director of Health and Safety, Commandant (G-WK)

Commandant (G-WK) ensures that quality and timely health care is provided to Coast Guard beneficiaries; provides “on scene” medical support for operational missions; and provides protection to the workforce from safety hazards and terrorist threats.

5) Director of Personnel Management, Commandant (G-WP)

Commandant (G-WP) develops and maintains personnel systems and support programs which promote the effective use of military and civilian human resources; recruiting and hiring service members and employees; manages all aspects of career transition for Coast Guard employees; and provides compensation and benefit programs.

Commandant (G-WPM) is the program manager for the Coast Guard Personnel Command and Recruiting Center.

6) Director of Reserve and Training, Commandant (G-WT)

Commandant (G-WT) is the facility manager for assigned Headquarters' training units. It develops the advanced training portion of the annual training plan for all Coast Guard short-term training. Commandant (G-WT) also oversees the Reserve Personnel Management program. Commandant (G-WT) is the AFC-56 (training) account program manager. Commandant (G-WT) does not provide facilities management responsibilities to VTS Systems Center, NMLBS, ATC, and C2CEN.

D. FUNDING

1. Coast Guard Civil Engineering supports a wide range of missions and organizations. Frequent sources of funding include:

   a. Allotment Fund Code 43 (AFC- 43).

   b. Acquisition, Construction and Improvement (AC&I).

   c. Environmental Compliance and Restoration (EC&R)

   d. Coast Guard Exchange System (CGES).

   e. Other government agencies (OGA).

   f. Private concerns such as the Coast Guard Foundation.

   The Coast Guard Civil Engineering support program is a zero-based management system in which resource distribution is based on explicitly identified needs. The ZBMS requires continuous planning to maintain an accurate list of shore facility requirements. ZBMS promotes stable, orderly workflow, optimum distribution of available resources, and ensures all funds are fully programmed. No contingency funds are permitted. As a result, the AFC-43 program is decentralized and project planning and execution functions are delegated to the unit level.

2. There are two types of funding involved with facilities: acquisition funds and sustainment funds.

   a. Acquisition funds are used to obtain new facilities assets and to incorporate major improvements into current assets. New shore facilities requirements or improvements to existing shore facilities, whether through acquisition, renovation, or construction, generally are accomplished through the Acquisition, Construction, and Improvements (AC&I)

program. Shore facilities needs of this type are identified through Problem Statements (PS), and further analyzed in Planning Proposals using various operational, economic, and business criteria. Management, or prioritization of AC&I shore funding is accomplished through annual prioritization of the Shore Facilities Requirements Lists (SFRL). The SFRL is a prioritized backlog of AC&I shore projects and usually extend to a five year horizon. Prioritization of AC&I projects in the SFRL is based on various operational, economic, safety, and environmental criteria.

AC&I shore facilities needs are based on several factors, including a re-capitalization, shore inventory, condition assessments, and gap analysis when mapped against operational requirements. Much of this criteria is part of the basic principals of Shore Facilities Capital Asset Management (SFCAM).

g. Sustainment funding is used to maintain and support existing operating and related supporting assets

3. AFC Funding Description

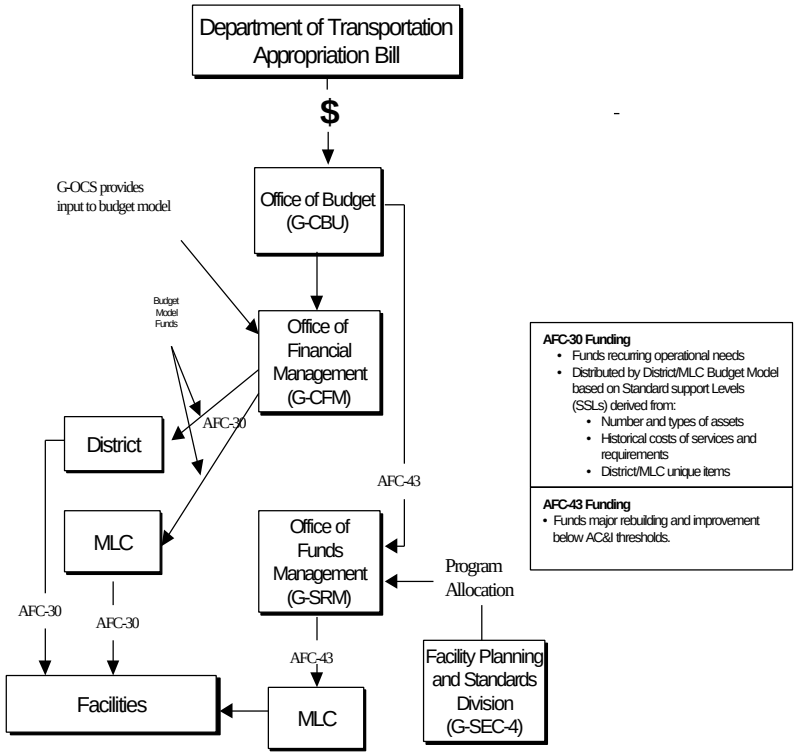
a. AFC- 30 – Operating and Maintenance.

These funds are distributed by Commandant (G-CFM) through the respective program manager at Coast Guard Headquarters (e.g., Office of Boat Forces, Commandant (G-OCS) for small boat stations). Area offices develop the initial maintenance requirements and costs in conjunction with their facilities and District Offices for facilities assigned to them. The funding levels are then derived from this information. Feedback from the first operational units is used to validate the initial allocation and provide the foundation for any subsequent changes. A portion of the funding is often retained at organizational levels higher than the facility to provide a centrally managed resource for unexpected requirements. (See Figure 2)

b. AFC- 43 – Civil Engineering

These fund depot level maintenance expenses incurred in the shore unit program. These funds are distributed based on Plant Replacement Value and maintenance backlog size. The Office of Civil Engineering, Commandant (G-SEC) allocates these funds. The funding needs that cannot be met due to budget constraints are added to the following year's requirement backlog. (See Figure 2)

Figure 2: AFC Funds Distribution for Facilities



c. AFC-01 – Military Pay.

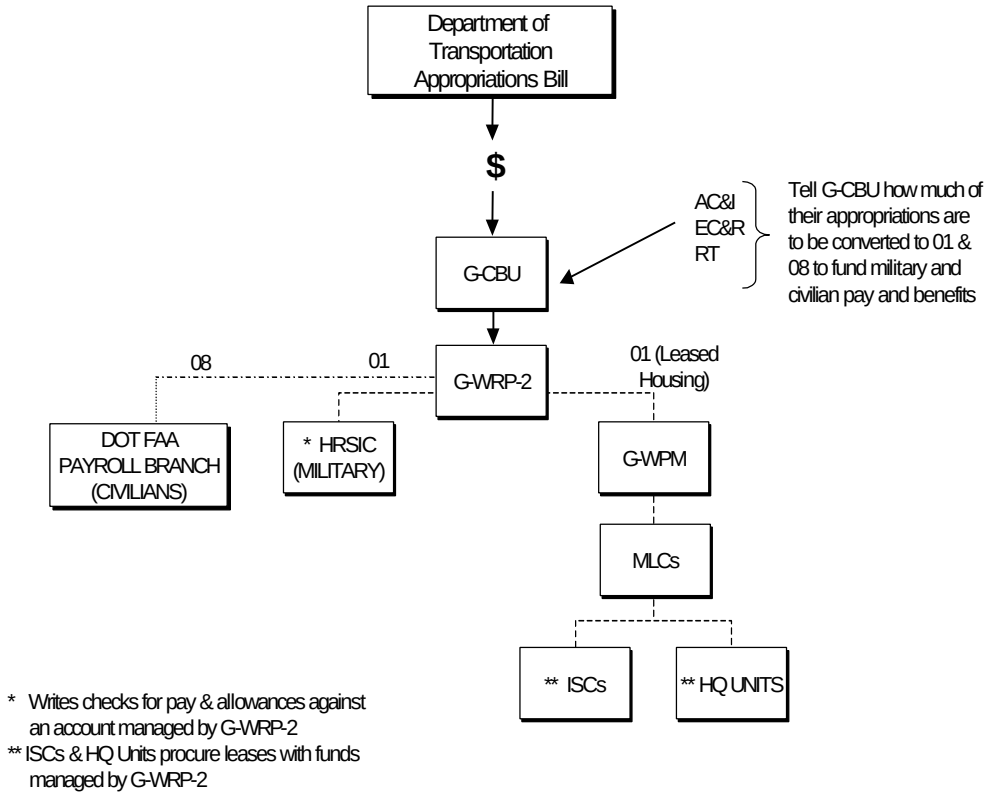
These funds provides compensation, subsistence rations and entitlements for active duty, cadets, and Reserve members undergoing Initial Active Duty Training (IADT). These funds are distributed by Commandant (G-CBU) to Commandant (G-WRP-2). Commandant (G-WRP-2) manages these funds and is disbursed by HRSIC for pay and allowances. Commandant (G-WPM-4) manages and funds the leased housing program through the MLC's, ISC's and Headquarters Units. (See Figure 3)

d. AFC-08 – Civilian Pay.

These funds provide funding for expenses related to compensation and entitlements for Federal Civilian Employees. This includes civilian employees not otherwise covered by other pay accounts. These funds are distributed by Commandant (G-CBU) to Commandant (G-WRP-2).

Commandant (G-WRP-2) manages these funds and is disbursed by the Department of Transportation's Federal Aviation Association Payroll Branch for pay and allowances to civilian personnel. (See Figure 3)

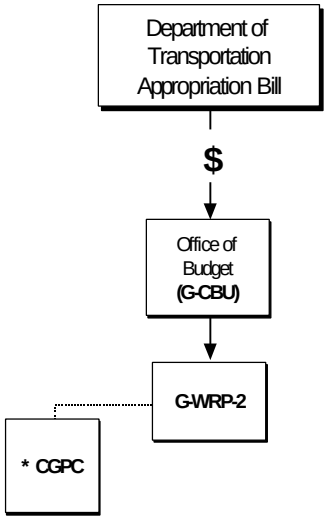
Figure 3: AFC-01& 08 - Military and Civilian Pay



e. AFC-20 – Permanent Change of Station (PCS)

These funds provide travel and transportation expenses incident to PCS orders for military members and dependents. These funds are distributed by Commandant (G-CBU) to Commandant (G-WRP-2). Commandant (G-WRP-2) manages these funds and is dispersed through the Coast Guard Personnel Command (opm/epm) for PCS transfers. (See Figure 4)

Figure 4: AFC 20 - PCS

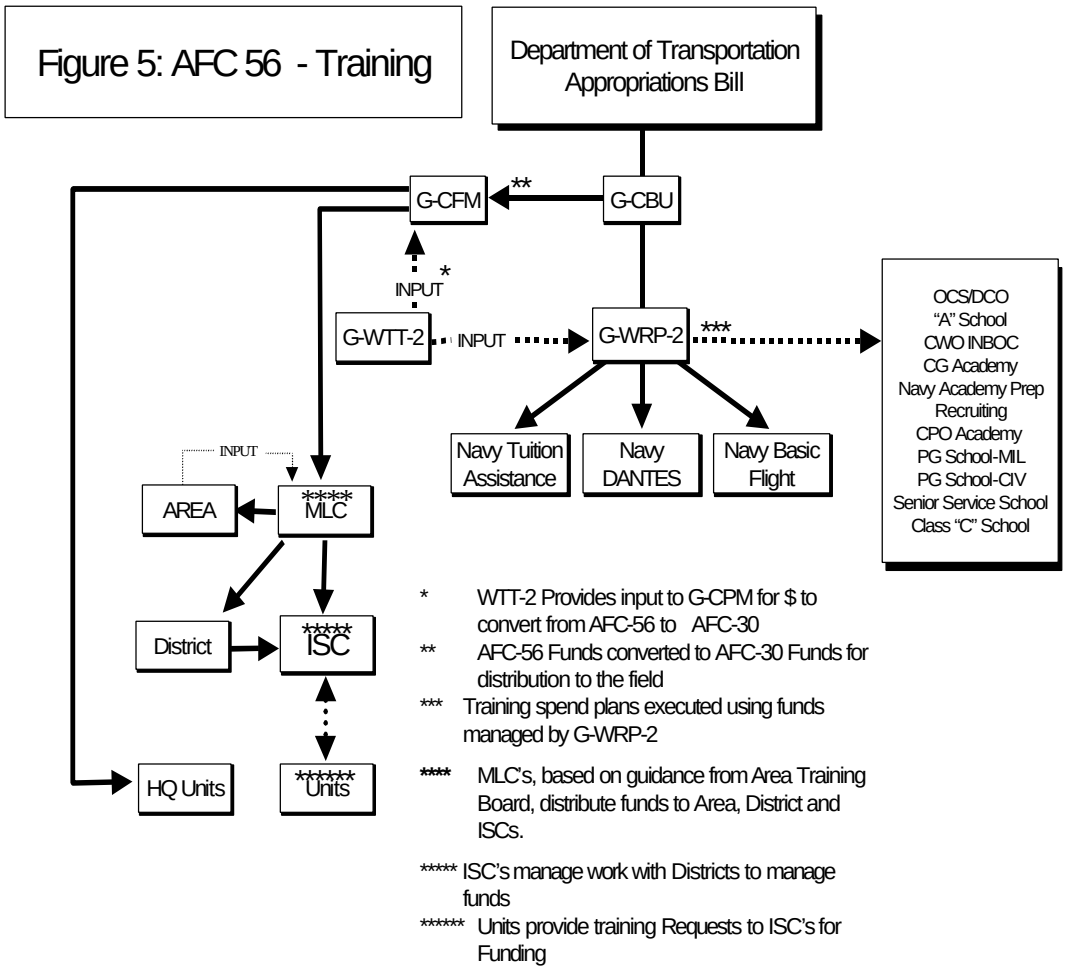


* Writes checks on account managed by G-WRP-2

f. AFC-56 – Training.

They fund for formal training performed while on TAD for civilian and military personnel, including Reserve members in the RK, RP and RY programs and Auxiliarists. These funds are distributed by Commandant (G-CBU) to Commandant (G-CFM). Commandant (G-CFM), with input from Commandant (G-WTT-2), converts AFC-56 funds to AFC-30 funds and distributes them to the MLC's, District's and Headquarters Units. Commandant (G-WTT-2) serves as the program manager for AFC-56 and provides program guidance o the validity of the request, and how to best spend AFC-56 funds. MLC's, based on guidance from the Area Training Board, makes the distribution to the Area, District and MLC. ISCs work with the Districts to maintain funds. Units provide training requests to their respective ISC's for funding. Commandant (G-WRP-2), with input from Commandant (G-WTT-2), manages the AFC-56 funds that support the following training: OCS/DCO, "A" Schools, CWO Indoctrination,

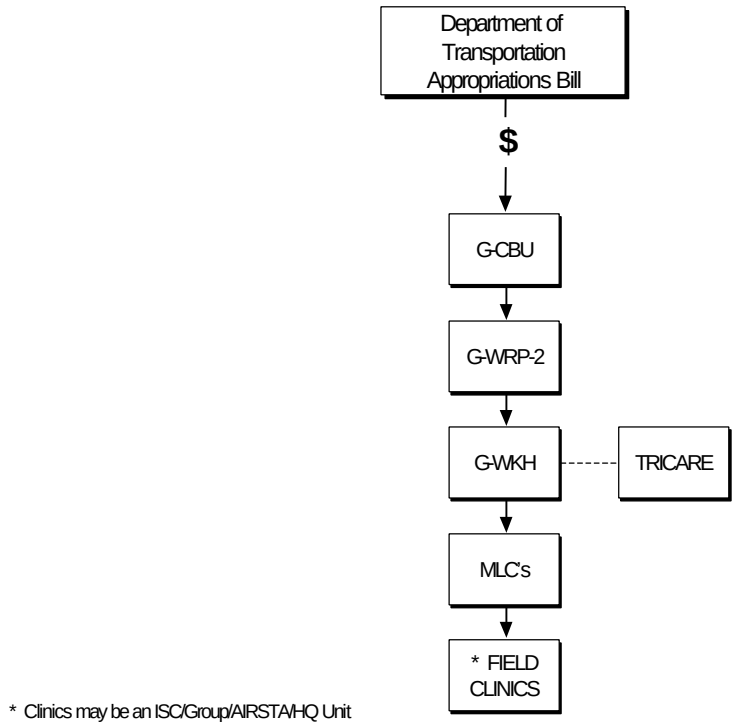
Coast Guard Academy, Naval Academy Prep, Recruiting, CPO Academy, PG School – Military; PG School – Civilian, Senior Service School, Basic Flight, DANTES, Tuition Assistance programs, and Class "C" Schools. Class "C" School Funding Process, COMDTINST 7302.2 (series) provides overall guidance on AFC-56 funding process. (See Figure 5)



g. AFC-57 – Medical.

These fund general expenses to support health care of military members and their dependents. These funds are distributed from Commandant (G-CBU) to Commandant (G-WRP-2). Commandant (G-WRP-2) provides funds to Commandant (G-WKH), where TRICARE is managed and funded. Commandant (G-WKH) distributes these funds to the MLC's for further distribution to clinics in the field. (See Figure 6)

Figure 6: AFC 57 - Medical



E. PERSONNEL AND TRAINING

1. Personnel

   Enlisted personnel are assigned by the specific rating detailer. The engineering assignment detailer assigns officers to billets in the civil engineering community, such as Civil Engineering Units (CEUs). Career planning information containing the necessary education and experience at each pay grade for various occupational fields is available in *The Coast Guard Officer Career Development Guidebook*. The Guidebook is available on the web at http://www.uscg.mil/hq/g-w/g-wt/ocgb/index.htm.

2. Training

   There are no schools dedicated solely to facility maintenance training.

F. LEVELS OF MAINTENANCE

The maintenance program involves an adaptation of three levels of maintenance capabilities. In general terms, these levels are defined as:

1. Organizational or Unit-Level maintenance

    a. Generally planned, and is basically preventive in nature.

    b. Includes corrective maintenance that is accomplished with standard tools and within the technical skills available within the crew.

    c. Is accomplished by the facilities crews during maintenance time.

2. Intermediate Maintenance

    a. Performed by designated maintenance activities in direct support of the unit that is neither organizational nor depot level.

    b. Is typically planned maintenance not falling under the organizational level and any maintenance requiring resources or skills beyond that normally available to the unit.

    c. This maintenance is accomplished by local commercial or government industrial resource.

3. Depot Maintenance

    a. Requires expertise that may not exist with the facilities crew or its support units.

    b. Includes major overhauls or complete rebuilds, and may require a commercial contractor, or a Coast Guard or other government industrial facility.

4. Types of Maintenance

    Maintenance for facilities is separated into three types.

    a. Planned Maintenance

        1) Maintenance done on a scheduled basis for the purpose of preempting failure based on time-in-service. Also termed preventive or scheduled maintenance.

        2) Formally documented in the Preventive Maintenance System (PMS) Manuals for each respective facilities class. The purpose of this system is three-fold:

a) Provide uniform procedures for each maintenance item,

b) Correlate maintenance actions to available resource levels; and

c) Streamline the schedule of work.

The PMS identifies the maintenance actions required, the frequency of each action, and the resources necessary to complete the actions

b. Corrective Maintenance

1) Accomplished to repair a casualty that has already occurred.

2) Generally encompasses catastrophic failure due to natural wear and tear, accidents, storms and unusual nature-driven incidents, and rare occasions of willful damage.

3) Work required depends on the actions necessary to correct the condition and the capabilities provided from available service providers, whether military or civilian.

4) Operational requirements act as the primary driver in determining how the facilities damages are corrected and whether the facilities are returned to service or replaced.

c. Condition-Based Maintenance

Accomplished when specific conditions are found following inspections, test anomalies, or monitoring programs.

G. INFORMATION TECHNOLOGY SYSTEMS

1. Automated Requisition Management System (ARMS)

a. Processes requisitions for all Federal Supply System transactions.

b. Used by various Coast Guard units.

2. Civil Engineering Data System (CEDS)

a. Provides high level maintenance planning, budgeting and execution management of AFC-43 (Shore Unit Maintenance), Acquisition, Construction and Improvement (AC&I), and Environmental Compliance & Restoration (EC&R) appropriation-funded projects.

b. Used by Coast Guard units responsible for shore facilities, CEUs, MLCs and HQ.

c. Provides real property management of all shore facilities.

3. Large Unit Financial System (LUFS-NT)

   a. The USCG Large Unit Financial System for Windows NT (LUFS-NT), a government off-the-shelf system, is used CG-wide to achieve accounting and funds control; record commitments, obligations, and expenditures; create, process and approve procurement requests.

   b. Used throughout the Coast Guard at large units, Groups, MLCs, Districts, Headquarters Units and Headquarters.

   c. Transmits financial data to the Coast Guard Finance Center (FINCEN) update the Departmental Accounting and Financial Information Systems (DAFIS) and automates the reconciliation of DAFIS balances with local ledger accounts maintained in LUFS.

   d. Interfaces with Coast Guard systems acting as their financial management and transmission vehicle.

4. Shipboard Computer-Aided Maintenance Program (SCAMP)

   a. Provides basic maintenance management and inventory management capability needed at the unit level.

   b. Used by stations, groups, ANT teams, cutters, air stations, and other Coast Guard units.

   c. Is being replaced by CMplus in the SWIII environment.

5. Accountable Item Management (AIM) System

   a. Provides physical inventory data of Electronics and General Purpose (GP) Property, as specified in the Property Management Manual (COMDTINST M4500.5 (series)) by maintaining Electronic Inventory Records (EIR) and GP property for those Coast Guard units which have not converted to Standard Workstation III (SWIII), Oracle Fixed Assets Module (FAM), and Configuration Management System (CMplus NT).

   b. Supports accountability, physical inventory, and financial reporting activities required by Coast Guard and other agency directives.

   c. Used by those units, which have not converted to SWIII, Oracle (FAM), and CMplus NT.

   d. AIM is being phased out and replaced by Oracle (FAM). Oracle (FAM) will be the sole entry point for vehicles, aircraft, GP property, boats, capitalized government furnished equipment. Units will be required to enter the capitalized Electronics Test Equipment and capitalized Electronic Stand Alone Equipment into Oracle (FAM), as well.

6. ORACLE Financials

   ORACLE Financials is a commercial off-the-shelf financial software package to improve asset, project, inventory, and financial management in response to requirements of the Chief Financial Officers Act of 1990. ORACLE Financials is one of the only four Joint Financial Management Improvement Program (JFMIP) approved financial software applications allowed for use by the federal government. ORACLE Financial packages several applications into a tightly integrated financial information system. The core piece of the software suite is the ORACLE General Ledger application. Additional applications include ORACLE Purchasing, Payables, Fixed Assets, Project Accounting, Inventory, and Accounts Receivable. The entire application suite resides on an ORACLE Database in a HP Operating System environment. The current version is client-server that is being upgraded to a web-based version.

7. Source Data Automation II (SDAII)

   a. Collects data on events that change a military member's pay.

   b. Transmits the data to HRSIC for processing.

   c. Runs on SWSII.

   d. Will be replaced by the Coast Guard Human Resource Management System (CGHRMS). CGHRMS is commercial off-the-shelf software, and it will incorporate PMIS/JUMPS II as its pay module. PMIS/JUMPS II will replace the functions currently performed by SDAII.

   e. Used by HRSIC and PERSRUs.

8. Coast Guard Human Resource Management System (CGHRMS)

   a. Commercial off-the-shelf human resource management software.

   b. Replaces SDAII, PMIS, and the Personnel Decision Systems (PDS).

9. Personnel Decision System (PDS)

   Used by CGPC Assignment Officers to track the location and assignment of all military personnel.

10. Defense Enrollment Eligibility Reporting System (DEERS)

    a. Collects information used to approve military benefits (e.g., medical care, exchange, commissary, and theater privileges).

b. Used by all ID Card Issuing Activities and medical clinics.

H. PERFORMANCE MEASURES

Exhibit 2-4 of the Civil Engineering Manual, COMDTINST M11000.11 (series) provides civil engineering program measurements. The performance metrics is available within various information systems and at some operational levels. Additionally, generic measures maintained by some CEUs are included in enclosure (9).

1. LOGISTICS SYSTEM FUNCTIONAL ROLES – SUSTAINMENT PHASE

PLATFORMS

ROLES	Air	Boats (Std)	Boats (Non-Std)	Cutters	C4I	ATON	Facilities
Facility Manager	G-OCA	G-OCS G-OPD	G-OCS G-OPD Area District	G-OCU	G-O G-MR G-S(x)	G-OPN	G-OCS G-MO G-SCE
Logistics Advocate	G-SEA	G-OPD G-SEN G-SCE	G-SCE G-OPD G-OCS Area District	G-SEN G-SCE	G-O G-M G-SC	G-SEC-2	G-OCS G-MO G-SCE
Configuration Control Board	G-OCA G-SEA	G-OCS G-OPD G-SEN G-SEC	District	G-OCU, G-OPD Area District	Not Specified*	G-OPN	Not Specified*
Integrated Logistics Support Management Team	G-A (ILS Manager)	G-OCS G-OPD G-AWP	District	G-A	G-A SMEFs	G-OPN	Not Specified*
Acquisition Manager	G-A	G-AWP	G-OCS G-OPD Area District	G-A	G-A SMEFs	G-SEC-2, District	G-A G-OCS Districts
Platform Manager	ARSC G-OCA G-SEA	ELC	G-OCS G-OPD Area District	ELC	ELC M Units	G-OPN District	CEU M Unit
Equipment/System Manager	ARSC G-SEA	ELC TISCOM C2CEN	G-OCS G-OPD Area District TISCOM C2CEN	ELC, TISCOM, C2CEN	ELC SMEF M Units	G-SEC-2 District Group	ELC M Unit Facility
Supply Manager	ARSC	ELC	G-OPD District ELC Group	ELC	ELC M Units	District Group ISC ELC	ELC M Unit Facility
Maintenance Manager	ARSC	NESU ESU MLC ISC District Group	District Group	MLC (V)(T)	MLC M Units	District Base Group Unit	CEU M Unit

PLATFORMS

ROLES	Air	Boats (Std)	Boats (Non-Std)	Cutters	C4I	ATON	Facilities
Support Manager	ARSC	Group ISC	District Group	NESU ESU ISC Group	ESU ESD M Units	District MLC ISC Group Unit	CEU FD&CC MLC
Platform Level Logistics Manager	AIRSTA EO	Unit EO/EPO	Unit EO/EPO	Unit XO/Supply Officer or EO/EPO	Unit EO/EPO	Unit EO/EPO	Unit EO/EPO
Operational Program Manager	G-OCA	G-OCS G-OPD Area District Group	G-OCS G-OPD Area District Group	G-OCU Area District	G-OCC	G-OPN District	G-OCS
Support Program Manager	G-SEA	G-SCE G-SEN MLC	G-SCE MLC Area District	G-SEN G-SCE	G-SCE	G-SCE District	G-SCE
Personnel System Manager	G-W	G-W	G-W	G-W	G-W	G-W	G-W
Human Resources Manager	G-CPA	G-CPA	G-CPA	G-CPA	G-CPA	G-CPA	G-CPA
Health Manager	G-WK Unit TRACEN ISC MLC Group	G-WK Unit TRACEN ISC MLC Group Academy	G-WK Unit TRACEN ISC MLC Group Academy	G-WK Unit TRACEN ISC MLC Group Academy	G-WK Unit TRACEN ISC MLC Group	G-WK Unit TRACEN ISC MLC Group	G-WK Unit TRACEN ISC MLC Group
Personnel Delivery Manager	ISC MLC CGPC	ISC MLC CGPC	ISC MLC CGPC	ISC MLC CGPC	ISC MLC CGPC	ISC MLC CGPC	ISC MLC CGPC
Personnel Accessions Manager	Academy CG Recruiting CGPC ISC SUPTCEN Unit Group	CG Recruiting CGPC ISC Unit Group	CG Recruiting CGPC ISC Unit Group	CG Recruiting CGPC ISC Unit Group Academy	CG Recruiting CGPC ISC Unit Group Academy	CG Recruiting CGPC ISC Unit Group Academy	CG Recruiting CGPC ISC Unit Group Academy
Personnel Compensation and Non-Pay Compensation Programs Manager	CGPC HRSIC Institute Group Unit Academy TRACEN's ISC SUPTCEN G-WPX	CGPC HRSIC Institute Group ISC MLC Unit Academy TRACEN's G-WPX	CGPC HRSIC Institute Group ISC MLC Unit Academy TRACEN's G-WPX	CGPC HRSIC Institute Group ISC MLC Unit Academy TRACEN's G-WPX	CGPC HRSIC Institute Group ISC MLC Unit Academy TRACEN's G-WPX	CGPC HRSIC Institute Group ISC MLC Unit Academy TRACEN's G-WPX	CGPC HRSIC Institute Group ISC MLC Unit Academy TRACEN's G-WPX

PLATFORMS

ROLES	Air	Boats (Std)	Boats (Non-Std)	Cutters	C4I	ATON	Facilities
Personnel Training Manager	G-WT G-OCA G-SRF ATC ATTC TRACEN's ISC District TQC Institute MLC	G-WT NMLBS UTB System School TRACEN's Academy Institute G-OCS ISC TQC Group District MLC	G-WT NMLBS UTB System School TRACEN's Academy Institute G-OCS G-OPD ISC TQC Group District MLC	G-WT TRACEN's Academy Institute G-OCU Area ISC TQC Group District MLC Fleet Training Group Regional Fisheries Training Center	G-WT G-OCC TRACEN Petaluma Academy District ISC TQC MLC Institute ESU ESD	G-WT G-OPN Academy ISC District TQC Institute MLC TRACEN Petaluma	G-WT G-OCS G-OCA G-SCE G-CFM G-MRP Unit Academy ISC District TQC Institute MLC TRACEN's ATTC
Finance Manager	G-CFM Unit Area District G-OCA G-SEA G-WPX G-SRM	G-CFM Unit Group District Area MLC G-OCS G-OPD G-SEN G-SCE ELC ESU NESU G-WPX	G-CFM Unit Group District Area MLC G-OCS G-OPD G-SEN G-SCE ELC ESU NESU G-WPX	G-CFM Unit Group District Area MLC G-OCU G-SCE ELC ESU NESU G-WRP-2 G-WPX G-SRM	G-CFM Unit Area District G-OCA G-SEA G-WRP-2 G-WPX G-SRM	G-CFM Unit Area District G-OCA G-SEA G-WRP-2 G-WPX G-SRM	G-CFM Unit District G-OCS G-SEC G-WPX G-SRM
Procurement Manager	Unit Group ISC SUPTCEN G-WPX	Unit ISC Group G-WPX	Unit ISC Group G-WPX	Unit ISC Group G-WPX	Unit Group ISC MLC G-WPX	Unit Group ISC MLC G-WPX	Unit Group ISC MLC G-WPX
Accounting Manager	Unit Area District MLC G-WRP-2 FINCEN G-WPX G-SRM	Unit Group District Area G-OCS G-OPD G-SEN G-SCE ELC MLC ESU NESU FINCEN G-WPX	Unit Group District Area G-OCS G-OPD G-SEN G-SCE ELC MLC ESU NESU FINCEN G-WPX	Unit Group District Area ELC MLC ESU NESU FINCEN G-WPX G-SRM	Unit District MLC FINCEN G-WPX G-SRM	Unit District Group MLC ISC FINCEN G-WPX G-SRM	Unit District Group MLC ISC FINCEN G-WPX G-SRM
Information Resource Manager	ARSC	G-SI	G-SI	G-SI	G-SI	G-SI	G-SI

PLATFORMS

ROLES	Air	Boats (Std)	Boats (Non-Std)	Cutters	C4I	ATON	Facilities
Safety and Environmental Manager	Unit MLC Group ISC G-WKH CEU	Unit MLC Group ISC G-WKH CEU	Unit MLC Group ISC G-WKH CEU	Unit MLC Group ISC G-WKH CEU	Unit MLC Group ISC G-WKH CEU	Unit MLC Group ISC G-WKH G-SEC CEU	Unit MLC Group ISC G-WKH G-SEC CEU
Logistics Process Integrator	G-SL	G-SL	G-SL	G-SL	G-SL	G-SL	G-SL

This Enclosure depicts the functional roles for logistics support in the sustainment phase of logistics. This abbreviated Table lists the organizations that are perceived to be responsible for the roles as well as those performing the functional roles supporting the platforms.

1. REFERENCES

A. Platform References

1. Air

   a. The Aeronautical Engineering Maintenance Management Manual, COMDTINST M13020.1 (series). This Manual provides objectives, policies, organizational structures, and responsibilities for the management of aviation maintenance resources.

   b. Coast Guard Air Operations Manual, COMDTINST M3710.1 (series). This Manual prescribes policy, standards, instructions, and capabilities germane to all phases of flight operations.

   To supplement these program documents, there are documented policies, practices and procedures used for various purposes within the support system for aircraft management. These are primarily initiated by ARSC; others are regionally developed and typically have a specific purpose. These are often created to avoid inconsistencies within a process.

2. Vessels

   a. Boats

      1) Boat Management Manual, COMDTINST M16114.4 (series). This Manual sets the requirements for the management of boat resources. Reserve boats are excluded from this policy.

      2) Naval Engineering Manual, COMDTINST M9000.6 (series). The Manual provides naval engineering policy and guidance for cutter and boat maintenance issues.

      3) Naval Engineering Standard Operating Procedures, MLC Pacific, MLCPACINST M9000.6 (series). This Manual provides detailed guidance for specific boat maintenance issues for boats within the Pacific Area AOR.

      4) Naval Engineering Standard Operating Procedures, MLC Atlantic, MLCLANT SOP. This Manual provides detailed guidance for specific boat maintenance issues for boats within the Atlantic Area AOR.

   b. Cutters

      1) Naval Engineering Manual, COMDTINST M9000.6 (series). This Manual provides policy and selected procedures for the operation,

maintenance, repair, and alteration of HM&E systems on cutters and standard boats. In addition, Weapons Officers and Weapons Petty Officers who maintain, repair, and modify Navy-owned ordnance systems shall also comply with the guidance provided in this Manual.

2) Cutter Organization Manual, COMDTINST M5400.16 (series). This Manual promulgates a standard organization for all cutters 65 feet in length or over.

3) Cutter Employment Standards, COMDTINST 3100.5 (series). This instruction provides standards, definitions, and guidelines for cutter employment to operational commanders and planning staffs.

4) Cutter Training and Qualifications Manual, COMDTINST M3502.4 (series). This Manual provides the minimum training and qualification requirements for all Coast Guard cutters.

5) Electronics Manual, COMDTINST M10550.25 (series). This Manual provides Coast Guard Planned Maintenance System (CGPMS) procedures for all electronic equipment within the Coast Guard.

6) Systems Acquisition Manual, COMDTINST M4150.2 (series). This Manual implements OMB A-109 and the Transportation Acquisition Manual (TAM) Major Acquisition Policies and Procedures (MAAP), to provide a uniform approach to Coast Guard acquisition planning.

7) Long Range Planning of Logistics Support for Operational U.S. Coast Guard Cutters, COMDTINST 4105.4 (series). This Instruction defines an overall process for systematic logistics support review for selected operational Coast Guard cutters.

8) Integrated Logistics Support Plan (ILSP) Development and Management Responsibility, COMDTINST 4105.1 (series). This Instruction establishes policy, management responsibility, and defines the requirements for development of an ILSP for Coast Guard acquisitions during the acquisition phase.

To supplement these program documents, there are documented policies, practices and procedures used for various purposes within the support system for cutter management. These are regionally developed and typically have a specific purpose. These are often created to avoid inconsistencies within a process. But, we surmise based on the completed interviews that there is no complete set of such documentation within any region that can be applied to one support model. These lower level documents were not reviewed in detail as part of this study.

3. C4I

   a. Electronics Manual, COMDTINST M10550.25 (series). This Manual prescribes policy, standards, instructions, and capabilities germane to all phases of electronics operations.

   b. Incident Command System, COMDTINST 3120.14 (series). This Instruction directs field units to plan for and use the National Interagency Incident Management System's Incident Command Systems (NIIMS ICS) for all response contingencies.

   c. U.S. Coast Guard Command, Control, Communications, Computer and Intelligence (C4I) Objective Architecture and Transition Plan, COMDINST 3090.7 (series). This Instruction promulgates the Coast Guard Command, Control Communications, Computer and Intelligence (C4I) Objective Architecture and Transition Plan.

   d. U.S. Coast Guard Command, Control, Communications, Computer and Intelligence (4I) Baseline, COMDTINST 3090.6 (series).

   To supplement these program documents, there are documented policies, practices and procedures used for various purposes within the support system for electronics management.

4. ATON

   a. Civil Engineering Manual, COMDTINST M11000.11 (series). This Manual provides policy, information, and guidance to those Coast Guard personnel working with and within the Civil Engineering Program.

   b. To supplement these program documents, there are documented policies, practices and procedures used for various purposes within the support system for shore facility management. These are regionally developed and typically have a specific purpose. These are often created to avoid inconsistencies within a process.

B. Support References

1. Finance and Procurement

   a. Systems Acquisition Manual, COMDTINST M4150.2 (series). This Manual implements OMB A-109 and the Transportation Acquisition Manual (TAM) Major Acquisition Policies and Procedures (MAAP), to provide a uniform approach to Coast Guard acquisition planning.

b. Planning and Programming Manual – Volume II (Field Planning Manual), COMDTINST M16010.6 (series). This Manual addresses Headquarters background, responsibilities, procedures, and documents of the field planning of the Planning, Programming, Budgeting and Evaluation System (PPBES) used by the U.S. Coast Guard.

c. Financial Resource Management Manual, COMDTINST M7100.3 (series). This Manual provides responsibilities, guidelines, timetables, and procedures for financial resource management, budget administration, accounting, procurement, logistics, and acquisition.

e. CG Morale, Wellfare, and Recreation Manual, COMDTINST M1710.13 (series). This Manual sets forth policy and procedures for administering the Coast Guard Morale, Welfare, and Recreation Program.

f. Comptroller Manual, Vol VII, Non Appropriated Fund Activities Manual, COMDTINST M7010.5 (series). This Manual provides policy and guidance in the operation of the U.S. Coast Guard NAFA Systems.

g. Non Appropriated Fund (NAF) Personnel Manual, COMDTINST M12271.1 (series). This Manual provides personnel policy and procedures for Non-appropriated Fund Personnel Activities that will be used for administering the Non-appropriated Fund Personnel System.

2. Supply

a. Coast Guard Uniform Supply Operations Manual, COMDTINST M4121.4 (series). This Manual provides operational management policies and directives for Coast Guard Supply Centers.

b. Coast Guard Acquisition Procedures (CGAP), COMDTINST M4200.19 (series). These procedures implement and supplement the Federal Acquisition Regulations (FAR), the Department of Transportation Acquisition Regulation (TAR), the Department of Transportation Acquisition Manual (TAM) and other department guidance and establish Coast Guard acquisition policy.

c. Supply, Policy and Procedures Manual, COMDTINST M4400.19 (series). This Manual prescribes policies, procedures and standards for the administration of the supply system throughout the Coast Guard.

3. Personnel

a. Personnel Manual, COMDTINST M1000.6 (series). This Manual provides a comprehensive guide to Coast Guard personnel management policies and directives.

b. The Coast Guard Officer Career Development Guidebook. This handbook provides officer career planning information and necessary education and experience at each pay grade for various occupational fields. This handbook is available at the following web site: http://www.uscg.mil/hq/g-w/ocgb/index.htm.

4. Training

a. Enlisted Qualification Manual, COMDTINST M1414.8 (series). This Manual provides guidance on minimum enlisted qualifications.

b. Training and Education Manual, COMDTINST M1500.10 (series). This Manual provides basic guidance on procedures for applying to various Service schools.

c. Boat Crew Training Manual, COMDTINST M16114.9 (series). This Manual provides guidance on developing a small boat training system.

d. Management of the Coast Guard's Training System, COMDTINST 1550.9 (series). This Instruction describes the Coast Guard's formal training system and establishes policy, responsibilities, and procedures for effective communication and interrelationships among Training Managers (TM), Program Managers (PM), Force Managers (FM), Acquisition Project Managers (AM), training sources, Workforce Planning Division personnel, and others who become involved in the design and improvement of Coast Guard training,

e. Training Evaluation Policy, COMDTINST 1550.23 (series). This instruction establishes policy, responsibilities, and procedures for evaluations associated with Coast Guard training

f. Class "C" School Funding Process, COMDTINST 7302.2 (series). This Instruction establishes the Coast Guard's policy and procedures for the Advanced Class `C' School (AFC-56 Training Funds) Funding Process.

g. CG Philosophy on Training, Education, and Development, COMDTINST 1500.23 (series). This Instruction establishes the Coast Guard's philosophy on training, education, and development and sets forth the procedures to actualize that philosophy.

1. UNIT PERFORMANCE MEASURES

A. This Appendix provides a general view of the measures which some support components report and monitor in order to provide logistics support to their customers. These measures were extracted from COMDTPUB 5224.1, "Coast Guard Unit Performance Tables". Despite the lack of enterprise-level measures to guide their efforts, these measures represent the innovative drive-to-excel inherent within the Coast Guard's support structure. The unit performance measures provided in this Appendix report general measures presently monitored by many:

1. Naval Engineering Support Units (NESUs)
2. Electronics Support Units (ESUs)
3. Aids to Navigation Teams (ANTs)
4. Civil Engineering Units (CEUs), and for:
5. Common Support Requirements, and
6. Selected Special Support Requirements

B. The Maintenance & Logistics Command's (v) and Naval Engineering Support Units (NESUs) monitor the following measures to assess logistics support for the cutters and standard boats:

Table 1. Unit Performance Table for MLC(v) & Naval Engineering Support Units

Process	Process Requirements	Facility Measures
Performing preventive maintenance	Timely Effective Safe Technical competence	% Completion of unscheduled maintenance % Completion of PMS Customer satisfaction % number of technicians trained/required
Performing corrective maintenance	Timely Effective Safe Technical competence	Lost cutter days Cost of work
Responding to Casualty Reports (CASREPs)	Timely Effective Safe	Cycle time Customer satisfaction

Table 1. Unit Performance Table for MLC(v) & Naval Engineering Support Units

Process	Process Requirements	Facility Measures
Coordinating visits, parts arrival, TAD support, etc.	Timely Effective	Customer satisfaction Cycle time
Upgrading naval engineering systems and equipment	Timely Effective Safe Technical competence	Customer satisfaction Cycle time
Providing information on naval engineering systems	Timely Accurate	Customer satisfaction Cycle time
Monitoring Yard availabilities	Timely Effective	Cost of new work Cost of activated option item Time between award and availability start date Delay in start Customer satisfaction Delay in completion % increase in “growth work” Average number of days for release of growth work request Number of availabilities CSMP turnaround

C. Electronics Support Units (ESUs) monitor the following measures to assess logistics support for C4I systems:

Table 2. Unit Performance Table for Electronics Support Units (ESUs)

Process	Process Requirements	Facility Measures
Performing preventive maintenance	Timely Effective Safe Technical competence	% Completion of unscheduled maintenance % Completion of PMS Customer satisfaction % number of technicians trained/required
Performing corrective maintenance	Timely Effective Safe Technical competence	Lost cutter days Cost of work

Table 2. Unit Performance Table for Electronics Support Units (ESUs)

Process	Process Requirements	Facility Measures
Responding to Casualty Reports (CASREPs)	Timely Effective Safe	Cycle time Customer satisfaction
Coordinating visits, parts arrival, TAD support, etc.	Timely Effective	Customer satisfaction Cycle time
Upgrading electronic engineering systems and equipment	Timely Effective Safe Technical competence	Customer satisfaction Cycle time
Providing information on electronic engineering systems	Timely Accurate	Customer satisfaction Cycle time
Monitoring Yard availabilities regarding electronic systems	Timely Effective	Customer satisfaction

D. Aids to Navigation Teams (ANTs) monitor the following measures to assess the effectiveness of its support for its assigned short-range aids to navigation:

Table 3. Unit Performance Table for Aids to Navigation Teams

Process	Process Requirements	Facility Measures
Transporting small boat	Safe	% of MISHAPs
Launching and recovering small boat	Safe	% of MISHAPs
Navigating	Accurate Timely	Navigational fixes
Servicing and maintaining Aids to Navigation	Accurately positions Aid operational Fast cycle time Safe	Aid availability rating Time to service aid % of MISHAPs
Responding to inoperative Aids to Navigation	Fast response Safe	% Time within DRF factor

E. Civil Engineering Units (CEUs) monitor the following measures to assess logistics support for facilities that fall within their responsibilities per Exhibit 2-4 of the Civil Engineering Manual, COMDTINST M11000.11A (series):

Table 4. Unit Performance Table for Civil Engineering Units (CEUs)

Process	Process Requirements	Facility Measures
Managing Project Planning Design and Construction	Technical Competence Timely Effective	Customer Satisfaction Input/Output Ratio
Contracting Projects	Technical Competence Timely Effective	Cycle Time PMR Audits Customer Satisfaction
Managing Real Property	Timely Effective	Cycle time # of Transactions
Conduct Environmental Compliance Evaluations (ECE's)	Timely Technical Competence Effective	# of Violations Customer satisfaction # of ECE Findings
Planning Capital Assets	Timely	# of Planning Documents Customer satisfaction
Conducting Civil Engineering (CE) Biennial Evaluations	Accurate Timely Effective	# of Units Evaluated
Responding to Casualty Reports	Timely Effective Safe Economical	Cycle time Customer Satisfaction
Providing Information on Current Laws and Regulations, and technical advice.	Timely Effective Technical Competence Timely Accurate Timely	Customer Satisfaction Cycle Time Cycle Time On-Time Customer Satisfaction Customer Satisfaction Cycle Time

F. The following measures are monitored by various offices to assess logistics support for common support requirements for a variety of customers:

Table 5. Unit Performance Table of Common Support Requirements

Process	Process Requirements	Facility Measures
Performing preventive maintenance	Timely Effective	% PMS completed Person-hours from shore-side facilities
Performing corrective maintenance	Timely Effective	# of CASREPs Equipment repaired
Responding to casualties	Fast response Effective	Time to contain casualty
Training	Timely Effective Appropriate	% PQS completion % required training completed STR scores SORTS training
Accounting and Budgeting	Accurate Timely	% Funds obligated % Carryover % Errors
Provide safe working conditions	Hazards minimized Hazards identified Safety procedures established	# of personal MISHAPs % of lost days to work days
Ensuring a positive working environment	Members respected Members treated fairly and equally Members understand expectations Positive working environment which supports the success of all members	Climate assessment Employee satisfaction
Managing communications systems	Reliable Available User friendly Responsive Security	# of PDS % of message traffic errors Up Time
Writing documents	Timely Accurate	Cycle time
Purchasing	Accurate Timely	# of days to process purchase request % CALMS allowance list complete % of survey types

G. The following measures are monitored by various offices to assess logistics support for special support requirements for a variety of customers:

Table 6. Unit Performance Table of Selected Special Support Requirements

Process	Process Requirements	Facility Measures
Refueling	Safe No spills Timely	Gallons spilled/gallons received % MISHAPs
Transferring fuel/ballasting; adding or removing heavy objects	Safe No MISHAPs	% MISHAPs
Managing telephone maintenance	Lower cost Responsive Available	Up time Cycle time Cost
Managing facility maintenance	Safe and clean Lower cost Responsive	Cost Cycle time Customer satisfaction
Managing storage facilities	Responsive Space available	Customer satisfaction Cost
Managing computer systems	Lower cost Responsive Available	Up time Cycle time Cost
Managing hazardous storage facilities	Lower cost Responsive Available	Cost Usage Customer satisfaction

1. ALLOTMENT FUND CODES

The Operating Expense (OE) appropriation is subdivided into 12 functional division of resources. Each of these allotment fund codes (AFC) is managed by a Headquarters AFC manager. The following is a list of AFCs, their managers, and the approximate percentage of the OE funds each manages:

		HQS	Field	% of OE
AFC	Account	Manager	Manager	Budget
AFC-01	Military Pay	G-WRP	N/A	46
AFC-08	Civilian Pay	G-WRP-2	N/A	7
AFC-20	Permanent Change of Station	G-WPM	N/A	2
AFC-30	Operating and Maintenance	G-CFM	ATU's	24
AFC-40	Chief of Staff Administrative	G-CBU	N/A	less than 1
AFC-41	Aircraft Maintenance	G-SEA	AR&SC*	6
AFC-42	Electronics Maintenance	G-SCE	MLC(T)*	1
AFC-43	Shore Unit Maintenance	G-SEC	MLC(S)*	4
AFC-45	Vessel Maintenance	G-SEN	MLC(V)*	4
AFC-56	Training	G-WRP-2	ATU's	1
AFC-57	Medical Care and Equipment	G-WKH	MLC(K)	5
AFC-77	Ordnance (Navy funds)	G-SRM	MLC	---
AFC-90	Reserve Training	G-WTR	MLC(PF)	---

* HQ units when designated.

1. ACRONYMS

AC&I	Acquisition, Construction, and Improvement
ACMS	Aid Control and Monitor System
ACMS	Aviation Computerized Maintenance System
AFC	Allotment Fund Code
AI	Availability Index
AICP	Aircraft Inventory Control Point
AIM	Accountable Item management System
AIRSTA	Air Station
ALA	Aircraft Logistics Advocate
ALMIS	Aviation Logistics Management Information System
ALSE	Aviation Life Support Equipment
AMM	Aviation Maintenance Manager
AMMIS	Aviation Maintenance Management Information System
AMVER	Automated Merchant Vessel Reporting
ANB	Aids to Navigation Boat
ANT	Aids to Navigation Team
AOR	Area of Responsibility
APLLM	Aviation Platform-level Logistics Manager
APM	Aviation Platform Manager
ARMS	Automated Requisition Management System
ARSC	Aircraft Repair and Supply Center
ASM	Aviation Support Manager
ASR	Aircraft Statistics Report
ATC	Aviation Training Center
ATE	Automatic Test Equipment
ATIMS	Aviation Technical Information Management System
ATON	Aids to Navigation
ATONIS	Aids to Navigation Information System
ATTC	Aviation Technical Training Center
AUTODIN	Automatic Digital Network
BMM	Boat Maintenance Manager
BOATALT	Boat Alteration
BOSS	Boat Outfit Support System
BPLLM	Boat Platform-level Logistics Manager
BPM	Boat Program Manager
BSM	Boat Support Manager
BUSL	Stern Loading Buoy Boat
C2CEN	Command and Control Engineering Center
C4I	Command, Control, Communications, Computer Systems
CASP	Computer Aided Search Planning
CASREP	Casualty Report
CEDS	Civil Engineering Data System

CEU	Civil Engineering Unit
CGES	Coast Guard Exchange System
CGPMS	Coast Guard Preventive Maintenance System
CMplus	Configuration Management Plus
COMDAC	Command, Display and Control
CONOP	Concept of Operations
CSMP	Current Ships Maintenance Program
DAAS	Defense Automatic Addressing System
DAFIS	Departmental Accounting and Financial Information Systems
DAM	District Aviation Manager
DBM	District Boat Manager
DC	Damage Controlman
DEA	Drug Enforcement Administration
DEMP	Diesel Engine Maintenance Program
DFM	District Facilities Manager
DGPS	Differential Global Positioning System
DIDS	Defense Integrated Data System
DLA	Defense Logistics Agency
DOD	Department of Defense
DODAAD	Department of Defense Activity Address Codes
E/GICP	Electronics/General Inventory Control Point
EC&R	Environmental Compliance and Restoration
ECONOP	Engineering Logistics Concept of Operations
EEIS	Electronic Equipment Information System
EIR	Equipment Inventory Record
ELC	Engineering Logistics Center
ElectronAlt	Electronics Alteration
ELSC	Engineering Logistics Steering Committee
EM	Electricians Mate
EMO	Electronics Material Officer
EO	Engineer Officer
EPO	Engineering Petty Officer
ERPAL	Electronics Repair Part Allowance List
ESD	Electronic Systems Support Detachment
ESM	Electronics Surveillance Measures
ESU	Electronic Systems Support Unit
FAA	Federal Aviation Administration
FD&CC	Facilities Design and Construction Center
FINCEN	Coast Guard Finance Center
FLS	Fleet Logistics System
FM	Facility Manager
FMIS/Aops	Fleet Managers Information System/Abstract of Operations

GDOC	Geographical Display Operations Computer
GPS	Global Positioning System
GSA	General Services Administration
HM&E	Hull, Mechanical and Electrical
HQPC	Headquarters Planning Coordinators
ICP	Inventory Control Point
IDS	Integrated Deepwater Systems
IFF	Identification Friend/Foe
ILS	Integrated Logistics Support
ILSM	Integrated Logistics Support Manager
ILSMT	Integrated Logistics Support Management Team
ILSS	Integrated Logistics Support System
IRM	Information Resource Management
ISA	Industrial Support Activity
ISC	Integrated Support Center
ISD	Industrial Support Detachment
LANTAREA	Atlantic Area
LBSF	Land Based Support Facility
LCONOP	Logistics Concept of Operations
LEIS	Law Enforcement Information System
LOIS-II	Loran Operations Information System II
LRS	Long Range Surveillance
LSA	Logistics Support Analysis
LSU	Loran Support Unit
LUFS	Large Unit Financial System
MAT	Maintenance Augmentation Teams
MCB	Motor Cargo Boat
MILSTAMP	Military Standard Transportation and Movement
MILSTRIP	Military Standard Requisitioning and Issue Procedures
Mini-TAV	Mini-Total Asset Visibility
MICA	Management Information for Configuration and Allowances
MIS	Management Information System
MK	Machinery Technician
MLB	Motor Life Boat
MLC	Maintenance and Logistics Command
MLCLANT	Maintenance and Logistics Command Atlantic
MLCPAC	Maintenance and Logistics Command Pacific
MLHED	Maintenance Labor Hours Expended at Depots
MLHEU	Maintenance Labor Hours Expended at Units
MM	Maintenance Manager

MNCD	Not Mission Capable due to Depot Maintenance
MOA	Memorandum of Agreement
MOE	Measure of Effectiveness
MRR	Medium Range Recovery
MRS	Medium Range Surveillance
MSB	Motor Surf Boat
MWR	Morale, Welfare and Recreation
NAVCEN	Navigation Center
NESU	Naval Engineering Support Unit
NE-TIMS	Naval Engineering Technical Information Management System
NMCM	Not Mission Capable due to Maintenance
NMCS	Not Mission Capable due to Supply
NOAA	National Oceanic and Aeronautic Administration
NPMS	Navy Planned Maintenance System
NTNO	Navy Type Navy Owned System
OE	Operating Expense
OGA	Other Government Agency
OMEI	Overall Maintenance Effort Index
OPFAC	Operating Facility Code
OrdAlt	Ordnance Alteration
OSC	Operations System Command
PACAREA	Pacific Area
PAI	Parts Availability Index
PCS	Permanent Change of Station
PDM	Planned Depot Maintenance
PDM	Programmed Depot Maintenance
PDS	Personnel Decision System
PHS&T	Packaging, Handling, Storage, and Transportation
PLLM	Platform Level Logistics Manager
PLM	Product Line Manager
PM	Program Manager
PM	Project Manager
PMIS	Personnel Management Information System
PMS	Preventive Maintenance System
POP	Planned Obligation Process
PPA	Personal Property Accountability
PSU	Port Security Unit
PWB	Ports and Waterways Boat
QA	Quality Assurance
QAT	Quality Action Team

R&DCEN	Research and Development Center
R&M	Reliability and Maintainability
RFI	Ready for Issue
RHIBM	Rigid Hull Inflatable Boat Medium
RIBM	Rigid Hull Inflatable Boat Medium
SAIL	System to Automate and Integrate Logistics
SAR	Search and Rescue
SB	Surf Boat
SCAMP	Shipboard Computer Aided Maintenance Program
SCCR	Supply Center Computer Replacement
SCCS	Shipboard Command & Control Systems
SCLSIS	Ships Configuration and Logistics Support Information System
SE	Support Equipment
ShipAlt	Ship Alteration
SICP	Ships Inventory Control Point
SIMA	Shore Intermediate Maintenance Activity
SM	Support Manager
SMEF	Systems Management and Engineering Facility
SOP	Standard Operating Procedure
SPPM	Supply Policy and Procedures Manual
SRA	Short Range Aids to Navigation Program
SRAN	Short Range Aids to Navigation
SRB	Surf Rescue Boat
SRR	Short Range Recovery
SSL	Standard Support Level
STANTEAM	Standardization Team
STAR	Small Unit Automated Requisitioning
SWIII	Standard Workstation III
TANB	Trailerable Aids to Navigation Boat
TFT	Total Flight Time
TISCOM	Telecommunications and Information Systems Command
UMEI	Unit Level Maintenance Effort Index
UMMIPS	Uniform Material Movement and Issue Priority System
USO	Uniform Supply Operations
UTB	Utility Boat
UTL	Utility Boat Small
VTS	Vessel Traffic System
WAGB	Icebreaker
WATS	Weapons Augmentation Teams
WHEC	High Endurance Cutter

WIX	Training Cutter
WLB	Buoy Tender-Seagoing
WLI	Buoy Tender-Inland
WLIC	Construction Tender-Inland
WLM	Buoy Tender-Coastal
WLR	Buoy Tender-River
WMEC	Medium Endurance Cutter
WP	Work Punt
WPB	Patrol Boat
WTGB	Icebreaker Tug
WYTL	Harbor Tug-Small
ZBMS	Zero-Based Management System